Performance Indicators

To the Manager

Performance Indicators provide managers with information for past performance and for future planning. The base year for comparison in this example is 1989. This information is available from the statistics that you normally accumulate through financial management and at your activity. These indicators will measure your success rate and identify trends. They will also allow you to identify abnormalities in your activity profit or loss.

Applications

Indicators of performance can be applied to different activities. By completing these indicators, managers will be better prepared to meet the challenges of the future. In order to apply the template to other activities, managers will need to modify the template by adding titles that apply to their operation, such as: remove the title "lines bowled" and replace it with "meals served" in the case of food activity. In the case of golf course, replace "lines bowled" with "holes played". This template can be applied to any activity.

How to Use

The performance indicators can either be developed on a weekly, monthly, quarterly or yearly basis. The shorter the period of time between completion, the greater control the manager will have. For the purpose of explanation, the attached example uses 1989 as the base year and 1990 - 1993 as the years for which we are developing our performance indicators. The horizontal line represents the base year for all indicators, i.e., users lines bowled.

Lines Bowled

Lines bowled indicates the total number of games bowled during the year. Lines bowled for 1989 were 333,400 and for 1990 300,000, etc.

Income

Income is the revenue generated by these games. Income for the base year of 1989 is $215,000 and for 1990, $194,200, etc.

Labor Cost

Labor cost is the amount of money spent on the labor needed to generate these sales. For the base year 1989, the total dollar amount for labor for the number of lanes bowled is $179,000. For 1990 it is $169,300.

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LABOR HOURS

Labor hours are the number of hours worked during a given time period. This figure is not available in any present report; yet, it is the key to measuring efficiency. For the base year and for 1990, the number of hours is 890. At this point you can easily see the manager expended the same number of hours in 1990 to produce less. This means it cost more to do it.

EFFICIENCY

Efficiency is determined by taking "weekly labor hours" and multiplying this figure by 52 (for the number of weeks in a year) and then dividing the number of "lines bowled" by that figure. This gives you your efficiency indicator. After doing this for a while, you will be able to determine what a GOOD efficiency ratio is for your activity.

890 X 52 = 46,280
300,000 -:- 46,280 = 6.5
6.5 = Efficiency

This efficiency ratio will be unique to your activity. As you develop your information you will be able to determine when trends are developing.

UNDERSTANDING INFORMATION

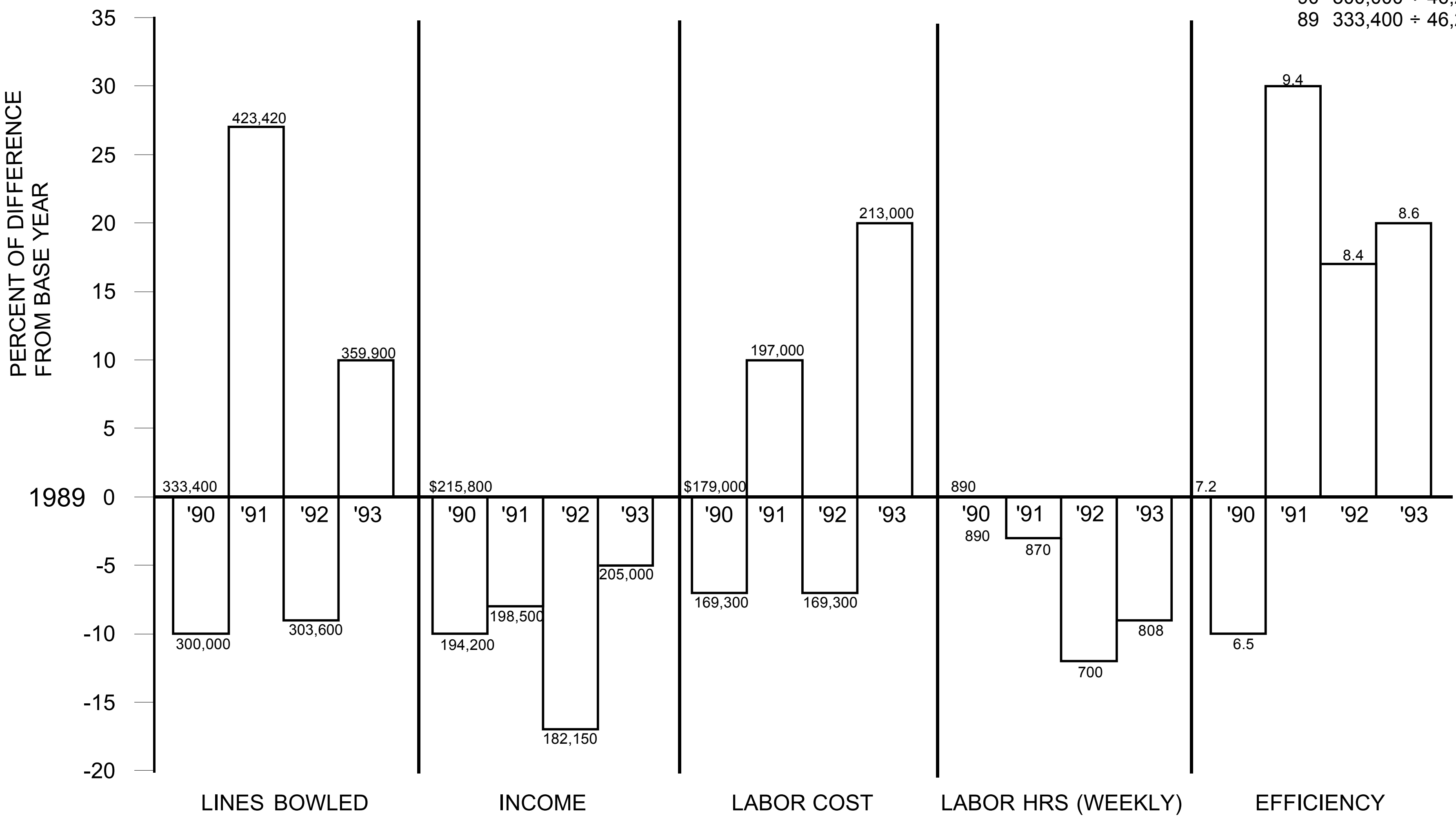
Once the form is filled out, the information is easily interpreted. The base year does not represent a "perfect year", it is only a starting point used to compare all other years against. The differences between each year will give a clear indication of business growth or decline. When enough data is available in future years, the potential exists for establishing a model for use as a base year - we are not there yet.

You will be able to determine when patronage increases or decreases in your activity, and how patrons, bowling "more or less", have affected your income and labor costs when compared with the base year. Theoretically, the more users you have, the more they should bowl and the greater your income will be. This may be true, but it may not show on the "bottom line". By tracking these "performance indicators" you will be able to identify what is actually happening in each activity. It will also allow you to determine if it is costing you more to generate less. By isolating your direct costs and labor cost you can easily determine this. This information will assist you in future scheduling for your activity based on the needs of the operation.

BOWLING CENTER
(32 LANES)

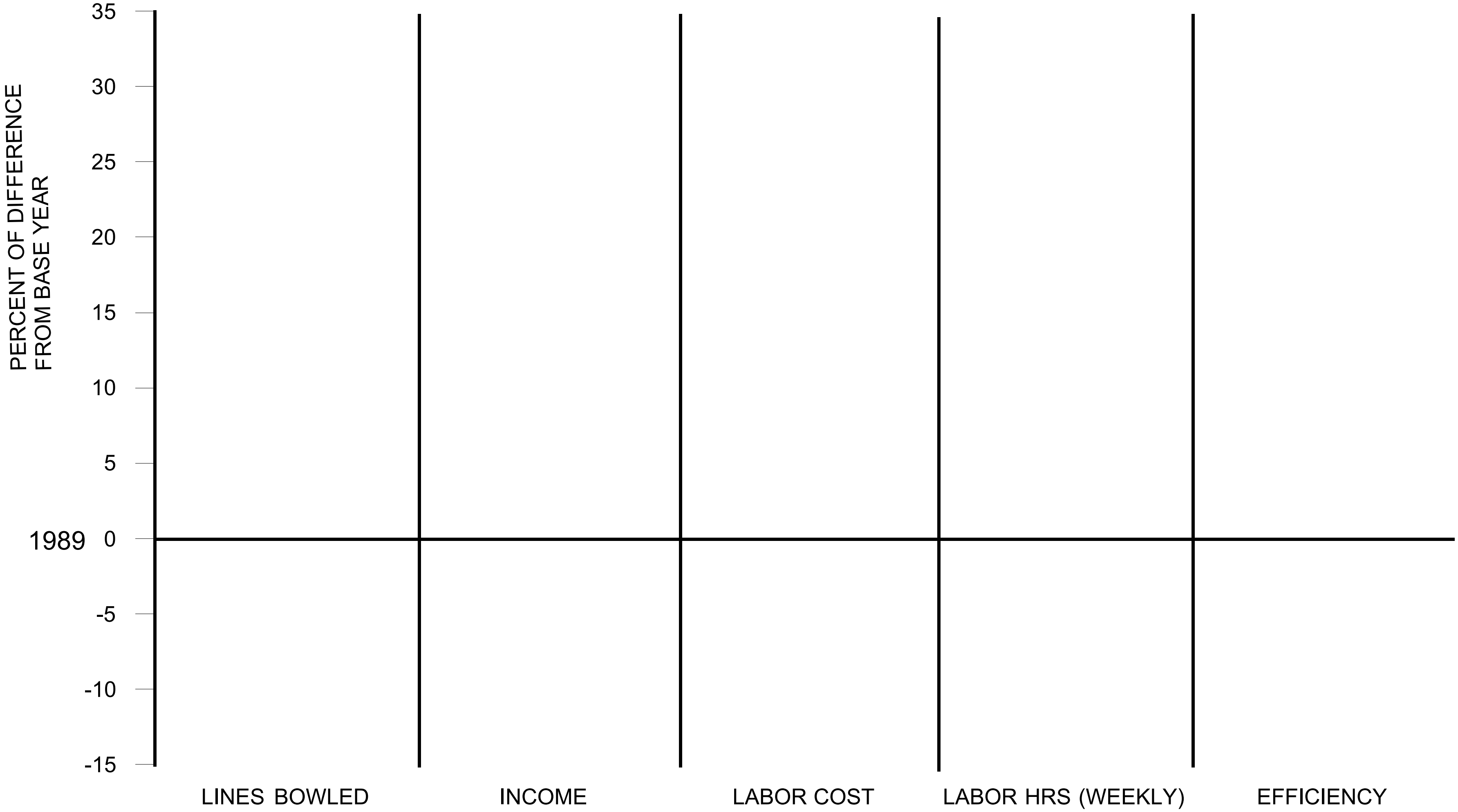
INDICATORS OF PERFORMANCE

93 359,882 ÷ 42,016 = 8.6
92 303,600 ÷ 36,400 = 8.4
91 423,400 ÷ 42,240 = 9.4
90 300,000 ÷ 46,280 = 6.5
89 333,400 ÷ 46,280 = 7.2



BOWLING CENTER
(32 LANES)

INDICATORS OF PERFORMANCE



Break-Even Analysis

TO THE MANAGER

In the day to day operation of activities, it is essential to know how much" revenue must be generated to break-even. This training brief will demonstrate the use of a break-even analysis, by graph and by mathematical formula, to determine how costs and profits vary as a function of sales. This information can be used in planning and controlling foodservice operations.

SALES

"Cut costs and increase sales and profits." It seems that people in business are forever figuring ways to achieve this. As an activity manager, you must do the same. The model provided, when used, will prevent the costly trial and error method that so many now employ. The model will allow you to use sound businesslike principles to develop a break-even chart.

What the break-even analysis does is to help you see the complex relationships that exist between a variety of factors in the business picture. When you develop this chart you will be able to pick off the values and measurements and use them to your advantage.

ASSESSMENT AREAS

Areas that need assessment by the activity manager are:

- Spending the Advertising Dollar: You don't want increases in advertising costs to eat up all the profits from the business that is generated.
- Biting the Bullet of Competition: Can you cut prices and still stay in business?
- Budgeting for Profits: How do you budget for an increase in business?

Even though the areas are different, the questions asked by the activity manager are the same. All questions deal with the way sales, costs and profits affect each other as these values change.

The best way to represent changing values is to graph them. This is the purpose of the break-even chart. It is a graph that presents relationships between profits and costs at changing levels of sales volume.

A break-even chart is usually based on historical data.The graph projects this historical data and the projected data answers the kinds of questions asked by activity managers.

CONSTRUCTING THE BREAK-EVEN CHART

In a step by step manner, we are going to build a break-even chart, explaining the input as we proceed. The chart will show the answers to the questions about sales, cost and profit relationships. When finished with this training brief, you will be able to construct and interpret a break-even chart of your activity.

DOLLARS FOR THE VERTICAL AXIS

To build our break-even chart, we need some basic information about past financial performance. One item is the total dollar sales for the past year.We will use the figure $200,000 for our example. The chart will indicate sales levels above and below this figure. For example, you want to know what would happen to costs and profits if sales were to double. The chart must cover a sales volume range of $400,000. The chart is laid out in increments of $50,000 on the left hand vertical axis. (Figure #1)

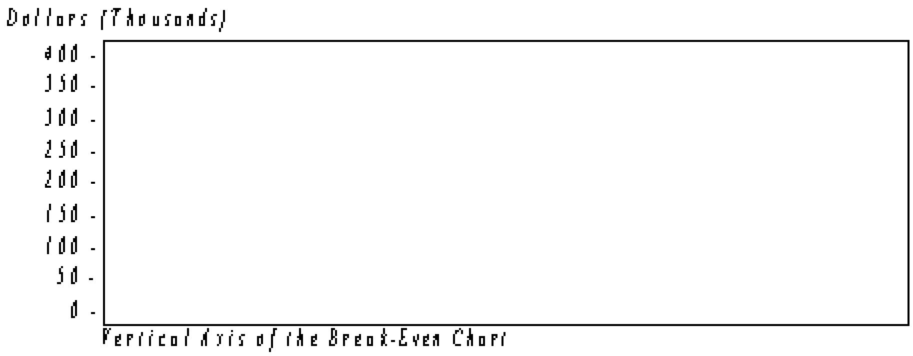


Figure #1

MEALS FOR TEH HORIZONTAL AXIS

Another item of basic historical information is the total number of meals served for the same sales period. Total meals sold for this example is40,000. If total sales amounted to $200,000, and 40,000 meals were sold, then the amount of an average cover or meal check was $5.00.

Our break-even chart must show sales, costs and profit relationships up to $400,000 in sales. How many meals must we sell (double actual) to reach this sales volume? At $5.00 a meal we must serve 80,000 meals to reach a sales volume of $400,000. Therefore, the horizontal (bottom) axis of the graph is laid off in 10,000 meal steps up to 80,000 meals. We have divided the horizontal axis into steps representing the number of average meals sold. The highest number of average meals sold will produce the maximum sales volume on the graph. (Figure #2)

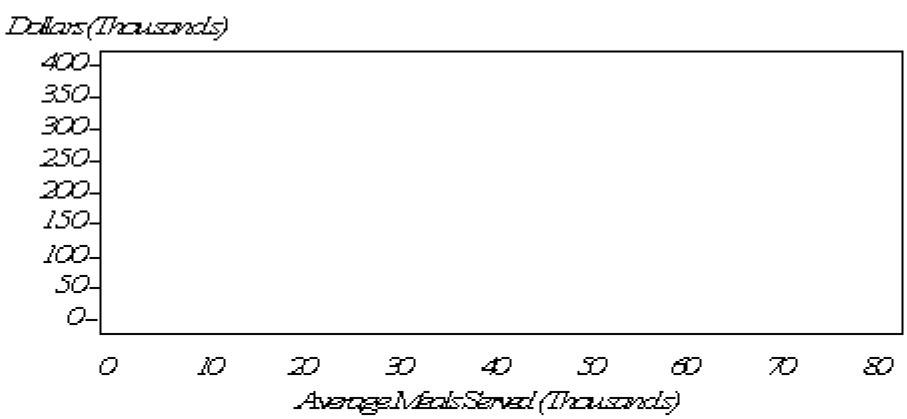


Figure #2

GRAPHING SALES: Now we will graph total dollar sales by drawing a diagonal line from zero to the maximum projected sales volume of $400,000. (Figure #3)

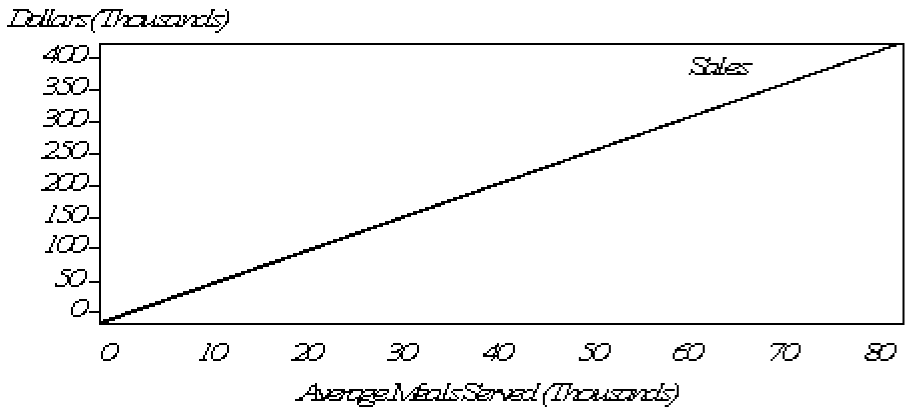


Figure #3

GRAPHING FIXED COSTS: The next step is to graph our costs. In preparing the break-even chart, it is important to distinguish between fixed costs and variable costs. This is because these types of costs affect profits in different ways.

FIXED COSTS: As the name suggests, fixed costs are relatively stable over the financial period being studied and remain stable despite upward or downward changes in sales volume. Here are some examples of fixed costs:

Common Support (CAO & CPO)
Utilities
Insurance
Depreciation

These costs will remain approximately constant even though there are changes in the number of guests or meals served.

We'll use the sum of $50,000 for fixed costs over the past year. In our example of meals served, draw a straight line across the graph at the $15,000 level. (Figure #4)

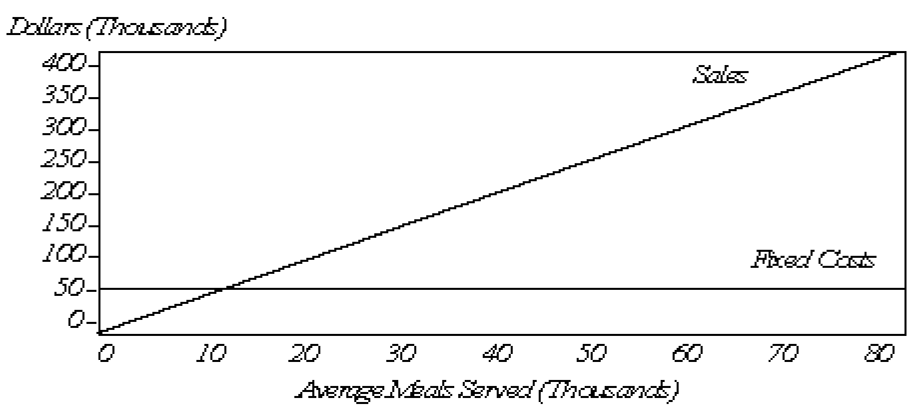


Figure #4

GRAPHING TOTAL COSTS: In contrast to fixed costs, variable costs change with the dollar volume of sales. Variable costs increase as the number of meals served increases, and they decrease as the number of meals served decreases. Here are some examples of variable costs:

- Food Cost
- Beverage Cost
- Payroll/related expenses
- Music and entertainment
- Advertising and promotion
- Direct operating expenses

For the example, the total sum of these variable costs amounted to $130,000 for the past year. It required $130,000 in variable costs to produce 40,000 meals.

To determine profits, we must subtract combined total costs. With fixed costs of $50,000 and variable costs of $130,000, at a production volume of40,000 meals, our total costs amount to $180,000. This relationship is graphed by drawing a circle at the intersection of 40,000 meals and $180,000. (Figure #5)

Figure #5

We now graph total costs by drawing a line between the point of zero variable costs where fixed costs (50,000) intersect the dollar axis and the point representing the total costs for the past year. Then we extended this total cost line to the edge of the graph. (Figure #6)

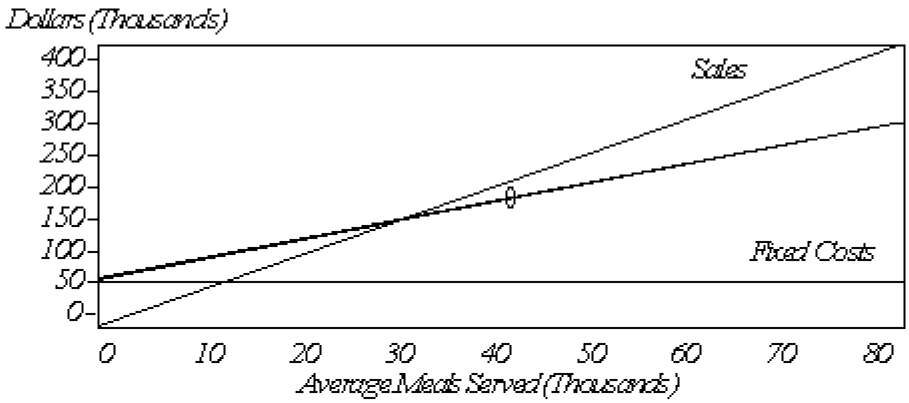


Figure #6

EXTRACTING THE FACTS: The graph now includes sales, total costs and fixed costs. We also have graphed variable costs in the sense that variable costs are the difference between total costs and fixed costs. Income and expenses are also graphed in that they are the differences between total costs and sales.

We mentioned that a break-even chart was usually based on actual historical data. Let's see how well the chart represents these facts.

40,000 meals served
$50,000 fixed costs
$180,000 total costs
$200,000 total sales

By following the vertical line at 40,000 meals you will be able to confirm these data. Our chart does not represent the historical facts.

USING THE BREAK-EVEN CHART: By using the chart, important questions can be answered. You will be able to determine if you should increase advertising dollars to generate more sales. We can see, according to the graph, profits amounted to approximately $20,000 last year. If meals served increases to 50,000, profits would increase to $40,000. This difference in profit levels would be partially consumed by advertising and other promotional costs. If the manager's assumption is correct - increasing advertising and promotion, will increase the number of meals to50,000 - it would be wise to launch a promotion campaign offering reasonable hope for a $20,000 increase in profits.

THE BREAK-EVEN POINT: Notice the point where the sales line crosses the total costs line. This is the break-even point. It tells us with our cost relationships, we will be losing money at all sales volumes below $140,000. Conversely, we should be making a profit at all sales volumes above $140,000.

THE BREAK-EVEN FORMULA: This is an alternative method to the chart. A simple equation that can be used in break-even analysis to determine the break-even point. The terms of this equation are as follows:

BEP = Break-even point in number of average meals sold
FC = Fixed costs in dollars
SP = Selling price of an average meal
VC = Variable costs in dollars per average meal

The break-even equation is:

$$BEP = \frac{FC}{SP - VC}$$

We will use the break-even equation to compare and confirm the breakeven point shown on the graph.

FC = \$50,000
SP = \$5.00
VC = \$1.75

Substituting these data, the equation produces the following results:

$$BEP = \frac{\$50,000}{\$5.00\text{-}3.25}$$

$$BEP = \frac{\$50,000}{\$1.75}$$

$$BEP = 28,571$$

The calculated break-even point of 28,571 average meals served is close enough to confirm the break-even point of 30,000 average meals sold shown on the chart.

THE HISTORICAL PERIOD: We have used historical financial data from the prior year in constructing our break-even chart. Break-even charts can also be based on historical data from semiannual, quarterly or shorter periods. In fact, break-even charts may be used entirely on theoretical data. This will be the case if you are opening a new activity and have to estimate sales and costs for the upcoming period.

SUMMARY: It has been explained to you how break-even charts are constructed and interpreted. Remember this aid to financial decision making when you have problems involving the relationships between sales, costs and profits. This Break-Even chart may be used for other activities, such as golf and bowling, by adjusting the figures and titles on the vertical axis. The principles will remain the same.

INFORMATION RESOURCES

TO THE MANAGER

It is important to stay current in the hospitality industry. This training brief will assist you in getting information on assorted topics related to the hospitality industry and foodservice. By using this brief, you will be able to access many sources of information within these industries. The information provided from these sources will keep you informed of changes and items that are new and different.

INDUSTRY PUBLICATIONS

There are numerous industry publications that are available to you. You should already be receiving these publications through controlled subscription. That means that you receive it FREE for being in the business. Yes, FREE is the key word in all of this. Almost all of the items you can get are FREE. All you need to do is ask for them. The titles of several of the publications and their addresses are:

"Restaurants and Institutions"
1350 E. Touhy Avenue
P.O. Box 5080
Des Plaines, IL 60019

"Seafood Business"
P.O. Box 5204
Pittsfield, MA 01203-9801

"Restaurant Hospitality"
1100 Superior Avenue
Cleveland, OH 44197-8045

"Food Management"
P.O. Box 6130
Duluth, MN 55806-9830

These publications are probably being delivered to your installation now. If you have not seen them as yet, ask around to see if they are being delivered. If not, check with the library to see if they are available there. Otherwise, drop them a line and ask for the subscription information.

INFORMATION BY PHONE

In support of a given product, facts on specific items or general information, companies and advisory boards/commissions have 1-800 phone numbers to provide information and answer questions you might have. Some of these follow:

Idaho Potato Commission 1-800-824-4605
General Foods Dessert Information Hotline 1-800-537-9338
Basic American Foods Information 1-800-472-6773

RECIPES AND INFORMATION

Here are addresses of companies, commissions and advisory boards that you can write to and ask for "standardized recipes. These recipes are just what you are looking for to enhance your menu offerings.

California Table Grape Commission
P.O. Box 5498
Fresno, CA 93755

Washington Apple Commission
P.O. Box 18
Wenatchee, WA 98807

National Honey Board
9595 Nelson Road, Box C
Longmont, CO 80501

National Cherry Foundation
190 Queen Anne Avenue North
Seattle, WA 98109

Kikkoman International, Inc.
P.O. Box 784
San Francisco, CA 94101

Rice Council of America
P.O. Box 740121
Houston, TX 77274

Canned Food Information Council
500 N. Michigan Avenue
Suite 200
Chicago, IL 60611

California Apricot Advisory Board
1280 Boulevard Way
Walnut Creek, CA 94595

Alaskan Seafood
Box 21527
Juneau, AK 99802

California Avocado Commission
23232 Peralta Dr., Suite 109
Laguna Hills, CA 92653

Maine Potato Commission
744 Main Street
Presque Isle, ME 04769

Del Monte Tropical Fruit Co.
P.O. Box 149222
Coral Gables, FL 33114

American Egg Board
1460 Renaissance Drive
Park Ridge, IL 60068

Beef Industry Council
444 North Michigan Avenue
Chicago, IL 60611

Almond Board of California
P.O. Box 15920
Sacramento, CA 95852

Sunkist Growers
P.O. Box 7888
Van Nuys, CA 91409

The California Strawberry Advisory Board
P.O. Box 269
Watsonville, CA 95077

California Olive Industry
P.O. Box 4098
Fresno, CA 93744

National Coffee Association
120 Wall Street
New York, NY 10005

USA Dry Pea & Lentil Ind.
5071 Highway 8 West
Moscow, ID

Use these phone numbers and addresses to get the recipes and information you need to assist you in your efforts to develop and maintain a quality operation.

SUMMARY

Knowing what your customer wants on a menu is only a part of the ongoing process of keeping the customer satisfied. Preparation methods and techniques are another part of this process. In order to do these things, you must stay current on "happenings" and "trends" within the industry. Using this publication and calling or writing these industry sources to answer questions you have will keep you that way.

Food Production Worksheet

To The Manager

Communicating effectively with your food production employees is an excellent way to get results. There are many ways this can be done, one of which is an indirect time saving method using a “food production sheet”.

The completed worksheet (Figure 1) passes important information, without direct contact, to people responsible for food production in your operation. By filling out the sheet and posting it where it can be used by all, you will eliminate a large portion of the “guesstimates” that take place and can become very costly to your operations.

In maintaining the completed worksheet, you will develop a history of your operation that will be very helpful in planning. The more historical data you have, the more reliable the planning process, and the greater your success.

Figure #1 on following page.

Figure #1

The sheet is a good way to remind personnel of things they might forget, like pulling items out of the freezer for the next day, or an upcoming party. Once the sheets are used on a regular basis the production personnel will learn to appreciate the information provided to them.

Figure #1

DATE:	**FOOD PRODUCTION WORKSHEET**				Page *1* of *1*	
ITEMS TO BE PREPARED	MEAL: *Lunch*		No. ANTICIPATED: *150*		ACTUAL COUNT: *180*	
	Recipe #	Quantity	Preparer	Notes of Interest	# Served	Left Over
Beef Stew	*1-B6*	*100*	*R. Smith*	*Meat in breakout box*	*90*	*10*
Chicken Salad	*3-C8*	*30*	*B. Jones*	*Ran out at 12:45,*	*30*	*0*
				portions short		
Salad Bar	*Daily prep*	*75*	*L. Blake*	*Include hard boiled eggs*	*60*	*15*
Soup - Pea	*7-S9*	*3 gal*	*R. Smith*	*Use bones from*	*2½ gal*	*½ gal*
				yesterday's ham		
Tomorrow:						
Fish Portions	*6-F13*	*100*	*R. Smith*	*Pull from freezer before*		
				leaving and place in		
				breakout box		

The sheet will also provide you with a means for indicating portion size if the portion is to vary from the one indicated on the standardized recipe. Along with this, you will be able to indicate deviations you wish to try in new recipes.

Production personnel will also be able to determine how many customers to expect. This will help them determine their workload and allow them to manage their work time better. It also eliminates guess work on how much to prepare.

Posting the form in a central location provides employees with vital information without them having to seek it out.

Above all it puts you, the operational manager, in control.

OUTLINE FOR COMPLETION OF
FOOD PRODUCTION WORKSHEET

The following is an outline to assist you in the successful completion of the Food Production Worksheet.

DATE: The date for the actual production of the meal.

ITEMS TO BE PREPARED: The items for preparation at this meal.

MEAL: Breakfast, lunch, dinner or other occasion.

NO. ANTICIPATED: The number actually served for the meal.

RECIPE NO.: The number of the recipe corresponding to the "Item to be Prepared", from your standardized recipe file.

QUANTITY: The number for which the items will be prepared.

PREPARER: The person that is responsible for item preparation.

NOTES OF INTEREST: This is for communicating with the person preparing the items, for example, use leftovers for ...

NO. SERVED: The number of portions actually served.

LEFTOVER: The number of portions leftover.

Date:	FOOD PRODUCTION WORKSHEET				Page of	
ITEMS TO BE PREPARED:	Meal:			Number anticipated:	Actual count:	
	Recipe #:	Quantity:	Preparer:	Notes of interest:	# Served:	Left over:

National Nutrition Month Planning Guide

To the Manager

March is National Nutrition Month which makes it a perfect time to conduct a "Nutrition For Fitness special event. This year's theme is Eat Right America. This planning guide outlines ideas for developing one type of program; however, you are challenged to use variations of the ideas provided, or develop new concepts. Use this program to stress the importance of fitness in obtaining a healthy and productive lifestyle, which is critical. Compliment your on-going fitness program with special events to keep people interested and motivated.

The Program

Conduct a one day information session using Nutrition for Fitness as a theme. Request individuals from your community to serve as guest speakers and ask them to provide information on special nutrition and fitness subjects. Design topics based on your guest speakers expertise. As the highlight of the day, serve a nutritious meal at a special price (please see Appendix B for recipe suggestions). Use the opportunity to register participants in fitness classes or activities. If class instructors are comfortable with public speaking, you may want to include them on your agenda. For example, your Aerobic Dance Instructor may present a session on "Exercise and Nutrition - The Correct Combination Equals Fitness,"" and sign people up for a beginners aerobics class during breaks. Plan to offer a reduced price for classes, when people sign up during the special event".

Topics

You may want to offer a few of the following classes:

- cooking demonstrations
- good nutrition - a personal choice
- fad diets
- calorie counting
- role of aerobic exercise
- ways to increase physical activities in normal living
- the fit shopper
- brown bag nutrition
- food groups
- sports nutrition
- nutrition, fitness and well-being
- nutrition and pregnancy
- what is cholesterol

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- weight control and it's relationship to exercise
- food additives
- facts about fiber
- eating alternatives

The list of topics is endless. Be creative. Use clever titles to attract interest. Again, ask your guest speakers to recommend topics with which they are familiar.

AUDIENCE

Naturally, the audience you aim your program toward will influence the choice of topics. Potential audiences include: active duty soldiers, members of wives clubs, office workers, students, family members, retirees, youth groups and units. You should consider time of day and location when selecting your audience. Don't try to appeal to all audiences, but be specific in order to tailor your program to meet audience needs and expectations.

LOCATION, LOCATION, LOCATION

Where you decide to conduct your program is critical. Several locations offer excellent choices, especially if you elect to offer a "nutritious meal. Consider the club, recreation center, school, church, or dining facility. The location selected will need a suitably sized and quiet room, tables for literature and sign up points, chairs, coat racks, and a food preparation and serving area. Also, it's always nice to have a program brochure for each participant listing the event, topics, location and price.

COMMUNITY RESOURCES

Consider asking the following individuals to present a 30 to 50 minute session. Ask if they have a message or area of expertise to share. If not, you may want to suggest a topic.

- Registered Dietician (School - Hospital)
- Sports Staff
- Community Health Nurse
- Master Fitness Trainer
- American Red Cross Staff/Volunteer
- Club Manager/Chef
- Commissary Manager
- Dining Facility Staff
- College or University Instructor
- Family Fitness Coordinator
- Certified Aerobics Instructor
- Health Promotion Coordinator

OTHER RESOURCES

You are encouraged to obtain commercial sponsorship for your fitness program. Consider asking vendors of health services, food products and athletic supplies and equipment to sponsor your event. Please read AR 600-50 (Standards of Conduct) to insure all government standards are adhered to while working with commercial sponsors, and read DA letter, 30 Jan 89, subject, Solicited Commercial Sponsorship of Army MWR events.

Commercial sponsorship permits companies to underwrite an event, program or promotion, using their money, goods and/or services in exchange for marketing, exposure and public relations. The benefits to the sponsor are many and include: increased visibility, goodwill, market share, and supplements to public relations and promotional activities.

For more information on commercial sponsorship contact AMCPE-FM Marketing Specialist, DSN 667-7428, at HQ, AMC.

GETTING THE WORD OUT

Publicity aimed at your target audience will help ensure a large crowd. You need to decide early in the planning process on pre-registration or drop-in participation. This decision will influence the type of publicity you develop. Consider the following methods of getting the word out: official bulletins, flyers, announcements, school or chapel bulletins, newsletters, posters, table tents, and displays at libraries, in-processing centers, gyms, recreation centers, etc. Start publicity one month prior to the event and end the day before the event.

SOME EXTRAS

Extra service is always appreciated at a program. There are a variety of activities which may be offered at no cost. These include cholesterol checks with portable reflotron and Health Risk Appraisals (HRAs conducted on a Z248 portable computer), both are available at medical treatment facilities. Contact the Installation Health Promotion Council for coordination and for obtaining additional resources.

PLANNING

Appoint one person as the program point of contact (POC). This person should conduct a planning meeting with key team members. An action plan with milestones should be developed. The program point of contact should monitor plan progress and call additional meetings as needed. As with any program, use the check-check-check method of ensuring all elements are ready to go on the day of the event.

EVALUATION

Establish your objectives prior to the program. Determine what will indicate a successful program and base your evaluation on these indicators. A short evaluation questionnaire at the end of a program is very effective.

Prepare some open ended questions and leave room for comments. Keep your questionnaire short, simple and one that participants can fill out in five minutes or less. You may want to consider the following items in your after action report to help plan your following year's event: head count, profit/loss, amount of food products used, labor costs, commercial sponsors contact information, topics of interest, advertising plan, lessons learned, etc.

CHECKLIST

Develop a checklist for all events. The following list suggests some items you may require for events:

- Lecterns
- speaker system
- chairs
- tables
- coat racks
- overhead projector
- slide/tape projector
- window curtains
- food prep, serving, clean-up areas
- room decorations
- road, building room location signs
- tape, pencils, scissors
- greeter for guest speakers
- program brochures
- handouts/flyers
- HRA questionnaires, supplies, cash register/change/receipts

ADDITIONAL RESOURCES

Army Nutrition References: (Request from AG Publications)

- Family Fitness Handbook, DA Pam 350-21
- Individual's Handbook on Physical Fitness, DA Pam 350-18
- Nutrition Posters, DA Posters 30-1

Resource Addresses:

* American Heart Association
  7320 Greenville Avenue
  Dallas, Texas 75231
  (214) 706-1363
    - The American Way of Life Need Not Be Hazardous To Your Health (Free)
    - Prevent Your Heart Attack (Free)

- Don't Eat Your Heart Out (Free)

* National Heart, Lung and Blood Institutes

Public Inquiries and Report Branch
Building 31, Room 4A-21
Bethesda, MD 202205

- Facts About Blood Cholesterol (Free)
- Cholesterol Countdown (Free)
- Facts About Women: Heart Disease and Stroke
- On Being too Rich, too Thin, too much Cholesterol (Free)

* The Food and Drug Administration (FDA)

Office of the Consumer Affairs, DHHS
5600 Fisher's Lane
(HFE-88)
Rockville, MD 20857

- Some Facts and Myths of Vitamins (Free)
- Grandma Called It Roughage (Free)
- Nutrition: A Lifelong Concern (Free)
- Sugar: How Sweet It Is - And Isn't (Free)
- The Confusing World of Health Foods

*American Dietitic Association (ADA)

For posters, table tents, etc., for nutrition month please write:

ADA
216 West Jackson Blvd.
Suite 800
Chicago, IL 60606-6995
or call 1-800-877-1600

ADA will send a free kit of materials so you may make selections on which materials you wish to purchase. ADA will accept government purchase orders.

APPENDIX A Consider using Appendix A as a handout during your special event.

RECIPE REVISION

A recipe can be modified by:

1. Changing the cooking technique:
   a. Cooking onions in a small amount of liquid rather than sauteing decreases the amount of fat.
   b. Bake, broil, braise or stir fry rather than pan or french fry to save 45-150 calories/serving.
   c. Oven fry chicken, pork chops or fish rather than deep frying to save 150-200 calories/serving.
   d. Brown meats in sizzling soup stock or broil to brown before roasting to save 50 - 100 calories/serving.
   e. Cook roasts on a rack to allow fat to drip off.

2. Eliminating an ingredient:
   a. Skin can be eliminated from chicken without changing the taste of the entree.
   b. Trim excess fat from meats, preferably before cooking.
   c. Refrigerate meat broth (homemade or canned) and remove the layer of fat before making soups and gravies.
   d. Eliminate the fat and salt used for seasoning only, and increase the amount of herbs and spices.

3. Reducing an ingredient somewhat:
   a. Reduce sugar in a recipe by 1/3 to 1/2. This can be done gradually.
   b. Margarine, butter or other fat can often be reduced by 1/4 to 1/2 in recipes. This may not work in baked goods.
   c. Thinly slice meats for casseroles and stir fries, then use less meat and more vegetables.

4. Substituting a more acceptable ingredient for a less acceptable one:

USE	TO REPLACE	IN	SAVES
Whipped Margarine or butter buds	Butter or margarine	Any recipe except baked goods	50 Cal/T.
Low calorie mayo or salad dressing	Mayonnaise or salad dressing	Any recipe	50 Cal/T.
Non-stick spray	Oil or other	Greasing pan or frying	100-350 Cal.

USE	TO REPLACE	IN	SAVES
2/3 C. veg. oil	1 c. shortening	Baking or frying	655 Cal/cup
Plain lowfat yogurt	Sour cream	Uncooked recipes	352 Cal/cup
Plain lowfat yogurt	1/2 c. mayo.	Salads	40 Cal/T.
Plain lowfat yogurt w/ flour	Sour cream	Cooked	185 Cal/cup
Plain lowfat yogurt w/ fruit + vanilla or juice concentrate	Flavored	Any recipe	70 Cal/cup
Whipped lowfat cottage cheese	Ricotta	Recipes	150-250 Cal/cup
W/ lemon juice	Sour cream	Any recipe	334 Cal/cup
Skim or nonfat dry milk	Whole or 2% milk	Any recipe	90 Cal/cup
Evaporated skim milk	Cream, half & half, whipping cream	Any recipe	100-200 Cal/cup
Skim milk cheese	Whole milk cheese (or 1/2 the amount)	Any recipe	40 Cal/oz.
Light or imitation cream cheese	Cream cheese	Any recipe	30-40 Cal/oz.
2 t. or 8 pkt. of saccharin sweetner	1/2 cup sugar	Cooked or uncooked recipes**	360 Cal/ 1/2 cup
12 pkt. equal	1/2 cup sugar	Uncooked recipes	335 Cal/ 1/2 cup
1/2 cup honey	1 cup sugar	Most recipes	200 Cal/cup

USE	TO REPLACE	IN	SAVES
Fruit Juice (Pear or pineapple best)	Sugar & liquid	Recipes that call for liq.	100 Cal/ 1/4 cup
Fruit (part or all)	Sugar or honey	Desserts	75 Cal/ 1/4 cup
1 T. Cornstarch mix w/ cold water	2 T flour	Thickening	23 Cal/T
2 egg whites or 1/4 C. egg subst.	1 egg	Recipes	52 Cal/egg
3 T. cocoa + 1 T. oil	1 oz. baking chocolate	Baked or cooked	66 Cal/oz
1 C. tomato sauce + 2 T. vinegar/spices	Catsup	Recipes	30 Cal/T.
Bread crumbs	Cracker crumbs	Breadings & recipes	146 Cal/cup
Vegetables (beans, zucchini, or strong vegetables are good choices)	Meat	Casseroles	50-100 Cal/oz.

** Some leave aftertaste, also Equal (Nutrisweet) cannot be used in cooking products.

Diet cheese spread

Combine equal amounts of shredded sharp cheese with farmers cheese or dry-curd cottage cheese. Blend in a blender until smooth. Add your favorite herbs and spices for more flavor.

Light Butter

To make your "own"” diet butter, combine equal amounts of softened butter with chilled ice water. Blend in a blender, food processor, or with an electric mixer. Per tablespoon, this butter has half the calories or regular butter or margarine and is much easier to spread.

APPENDIX B

Please consider the following recipe suggestions for your fitness program meal selection. If you choose to use one of these recipes, you may want to provide a copy in your program brochure, along with the nutritional analysis and calorie breakdown.

Recipe Recommendations:

CHICKEN AND PASTA DELIGHT

Preparation Time: 15 Minutes Serves 8

Ingredients:

3 1/2 C Large shells (uncooked)
2 C Chicken, cooked and cubed (white meat)
2 C Raw broccoli florets
2 C Chopped raw cauliflower
1 C Sliced carrots
1 C Sliced green onion
1/2 lb Sliced mushrooms
1 C Reduced calorie Italian salad dressing (creamy style)
3/4 C Skim milk
Pepper to taste

Preparation Instructions:

Cook large shells according to package directions. Rinse with cold water and drain well. Combine cooled pasta with remaining ingredients and toss lightly. Chill.

Nutritional Analysis: Per serving

Calories	313		Carbohydrates	39.8	G
Protein	25.8	G	Cholesterol	48.6	MG
Vitamin A	3982	IU	Fat-Total	6.14	G
Vitamin C	42.5	MG	Sodium	312	MG

Calories From:	Protein	33%
	Carbohydrates	50%
	Fats	17%

GARDEN MEDLEY SPAGHETTI: Makes 6 servings

1/2 of a (1 lb) package
Thin Spaghetti
Uncooked
2 tablespoons margarine
2 cloves garlic, minced
2 cups finely shredded carrots
1 medium zucchini, cut into
julienne strips

3/4 cup chopped onion
2 tablespoons grated
Parmesan cheese
1 tablespoon chopped fresh dill
or 1 teaspoon dried dill weed
1/2 teaspoon any salt-free herb
seasoning

Prepare Spaghetti as package directs and drain. In medium skillet, heat margarine with garlic. Add carrots, zucchini and onion: cook and stir until vegetables are tender. Toss vegetables with hot cooked spaghetti, Parmesan cheese, dill and seasoning. Serve immediately. Refrigerate leftovers.

Per Serving:	Calories 213	Fat .... 5.5 g
	Carbohydrate .. 33.6 g	Cholesterol .... 1.7 mg
	Protein .... 6.6 g	Sodium .... 100.5 mg

GOOD SHEPHERD'S PIE
Preparation Time: 30 Minutes Serves 6
Cooking Time: 15 Minutes

Ingredients:

FILLING
1 Onion, coarsely chopped
2 T Oil
1 lb Broccoli
1 Bunch spinach or swiss chard
1 Green pepper, diced
1 lb or 4 Medium carrots, diced
3/4 C Chopped fresh tomatoes or 1/4 C tomato paste + 1/2 C water
1 Bay leaf
1/2 + Basil
1 + Salt

TOPPING
2 C Mashed potatoes
Pinch of paprika

Preparation Instructions:
Cut broccoli into flowers and stems. Peel and slice the stems into 1/4-inch rounds. Wash spinach thoroughly and cut into bite-size pieces. Preheat oven to 350 degrees. Saute onion in oil. Add broccoli, green pepper, carrots, basil and bay leaf. Stir well and add tomatoes. Bring to a boil,

cover, turn heat to low, and simmer for 15 minutes or until vegetables are just tender. Stir in spinach. Add salt. Put vegetables into a 9x13 baking dish. Spread potatoes over top and bake for 10-15 minutes, until the potatoes are piping hot. Shake paprika over top before serving.

Nutritional Analysis: Per serving

Calories	160	Carbohydrates	23.8 G
Protein	7.00 G	Cholesterol	0 MG
Vitamin A	14489 IU	Fat-Total	6.51 G
Vitamin C	146 MG	Sodium	674 MG

Calories From:	Protein	15%
	Carbohydrates	53%
	Fats	32%

INDIAN SPINACH SALAD

Preparation Time: 15 Minutes Serves 7

Ingredients:

SALAD DRESSING

1/4 C Vinegar
1/2 C Plain low-fat yogurt
(or 1/3 C salad oil if you prefer)
2 T Chopped chutney or cranberry sauce
2 t Sugar
1/2 t Salt
1 1/2 t Curry powder
1 t Dry mustard

SALAD

1 10 oz Bag spinach, cleaned
1 1/2 C Chopped, unpeeled apple
1/2 C Light raisins
1/2 C Raw peanuts
1/4 C Sliced scallions

Preparation Instructions:
Assemble the salad ingredients in a large bowl. Combine the salad dressing ingredients in a screw top jar and shake well. Pour over salad and toss. Store remaining dressing in refrigerator.

Nutritional Analysis: Per serving

Calories	166	Carbohydrates	26.0 G
Protein	5.50 G	Cholesterol	.785 MG
Vitamin A	3406 IU	Fat-Total	6.02 G
Vitamin C	25.7 MG	Sodium	219 MG

Calories From:	Protein	12%
	Carbohydrates	58%
	Fats	30%

Program Planning

Introduction

People like to have fun. Fun through healthy recreation helps people relax, enjoy life and obtain relief from stress. Unfortunately, in our hectic world there are many barriers which restrict people from enjoying themselves, some of which may be individuals may not have the skills, time, money, or the inclination to develop recreational programs for themselves. These realities of modern life have created the need for trained professionals to develop and offer recreation opportunities for civilian and military consumers. It is important to define several terms so the messages conveyed in this training brief are clear. The definitions follow:

Definitions

a. <u>Recreation Program</u>: A single, continuing or special occurrence. Some examples of Recreation Programs are: bowling birthday parties, golf tournaments, dart leagues, craft classes, 4th of July Celebration, carnivals, youth summer camps, hayrides, and even turkey calling contests. Recreation programs are conducted in off duty time (called by some leisure time) and participation is voluntary. Programs are designed to have specific and measurable outcomes, such as generating profit or increase the number of customers. Other measurable outcomes that may result because of a recreation program are: having fun, learning a skill, relieving stress, increasing self esteem, cultural enrichment or promoting group interaction.

b. <u>Programming</u>: The process of developing recreation program experiences. A recreation programmer creates an event, environment, circumstance, stage, scene, class or setting to construct and conduct a recreation program. Programmers must plan. Typically they use standard tools, like the checklist found at the end of this training brief. Recreation programmers develop goals, objectives and specific actions for each program. The program goals and objectives determine the desired outcomes. An easy way to plan a program is to use a check list to help organize thoughts, coordinate logistics, determine budget, assign responsibility and determine program outcomes.

c. <u>Event</u>: Synonymous with recreation programs. The term event is often used to describe a “special event,” whcih is usually a one time programming effort.

d. <u>Service</u>: Activities that provide comfort, convenience, satisfaction or fulfillment to an individual or group of individuals. Some examples of services are: haircuts, boat fueling, ballfield preparation, mowing grass, providing exercise space or conducting a car wash.

e. <u>Activity</u>: An activity refers to an MWR entity, such as the Outdoor Recreation Activity, or the Recreation Center or Arts and Crafts. An MWR activity will have a staff, budget, and in most cases a building or a facility.

f. <u>Facility</u>: The building, grounds or environment that houses or accommodates an MWR activity or program. Programs can be conducted in or on a facility. For example, a Physical Fitness Center, Youth

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Center, Clubs, swimming pools and ballfields are facilities.

PLANNING PROCESS

The process of planning recreation programs can be fun, exciting, complex and very rewarding. Experienced Recreation Programmers find that a systematic approach to planning provides consistency, desired results and is more efficient that taking a “made from scratch” approach for creating each program. There are some considerations each programmer must weigh prior to creating a program. One of the most important elements of a recreation program is to evaluate potential customer needs. This can be done through surveys, questionnaires, evaluating trends and in some cases relying on the professional judgement of the programmer. If one goes to the effort of creating a program, then it is important to make sure there is a market and participant's needs are met. Nothing is worse than planning a program that no one attends.

An effective planning process is critical. The benefits realized are:

Establishing a sense of direction.

Establishing measurable indexes to see how the program is progressing.

Improving public relations and making everyone better able to interpret the organization's goals.

Increasing employee involvement in the planning process.

Improving staff capabilities to manage and assess overall program operations.

Increasing foresight in terms of meeting the future.

Establishing an accurate budget

STEPS FOR PLANNING

The four basic steps for planning are:

1. <u>Setting the Goal</u>: A goal statement describes something to be done and is normally a generalized statement, e.g., enlarge programming efforts for customers at the auto hobby shop. As part of the goal setting system, program goals need to be reviewed from an organizational point of view to ensure resources are available to support goal concepts.

2. <u>Stating the Objective</u>: Objectives are specific actions taken to reach a goal. Objectives must be realistically attainable and measurable so progress can be evaluated. For example, an objective for an oil changing program at the auto hobby activity could be to register sixteen participants by October 15.

3. <u>The Plan</u>: The plan is a document that lays out the necessary steps to achieve all objectives. The plan can be written in a narrative format or can be in the form of a checklist. A plan should include all logical implementation steps, who will do them and when they will be done. The attached checklist shows how simple a plan can be.

4. <u>The Evaluation</u>: The evaluation process is critical to determine the result of each program. The evaluation process requires the planner to review the program goals, objectives and plan. Based on these components, the planner is

able to ascertain the program results and make modifications for future programs."Evaluation tools include survey, financial analysis, observation, formal and informal staff or participant feedback, and command feedback.

THE CRUCIAL STEP

The best written goals, objectives and action plans in the world do no good unless someone follows up on them. Reviewing plan progress is important. Once a plan has been implemented, management must review completion dates to evaluate the progress. The continuing process requires that as progress is, or is not made, the plan must be evaluated to determine whether or not the stated objectives can be met or if they have to be modified. For example, if you are going to substitute an equipment or supply item, the plan should be modified.

The principles of program planning discussed here are important for all MWR activities. If you are going to have a successful program, one must plan in order to use resources in the most effective and efficient manner.

FINANCIAL PLANNING

The next logical step to program planning is a financial plan that is integrated into the annual budget. For years, program managers have complained that financial managers control operations - maybe this is because operational managers have never developed program plans and supporting budgets. Part of planning is having good data to back up your budget estimates. If you take the time to plan properly and have information to back up what your projections, you will be amazed at the success you will have.

The attached checklist plan provides continuity, action steps, defines responsibility and is measurable. Use the blank checklist worksheets for the planning process.

Program Planning Worksheet

Program title:
Coordinator:
Responsible staff: (name and phone number)

Co-sponsor(s):

Theme:
Logo:
Location: Date: Time:
Goals:

Objectives:

Timeline/Milestones:

Initial team meeting:
Plan of action:

Brief organization: Brief command:
Other:

A. **Logistics Budget**:
Responsible staff (phone number):
Location(s):
MWR/site approval: Date:
Equipment required:

Unique equipment required:
Rental equipment required:
Vehicle support:
Drivers:
Volunteers:
Training required:
Functional layout (attach map):
Set-up times and dates:
Take-down/clean-up times and dates:
Labor requirements (attach schedule):
Employee/volunteer uniform/costumes:
Static displays:

B. **Entertainment Budget**:
Responsible staff (phone number):

Band(s): POC:

DJ: Phone:
MC: Phone:
Other:
Proposed schedule (attached):
Contracts required:
Equipment and space requirements:
Audio-visual requirements:

C. **Decorations**
Budget:
Responsible staff: Phone:
Location/rooms:
Flowers: Cost:
Party favors: Cost:
Costumes, employees: Cost:
Costume source: Phone:
Color scheme:
Linen requirement:
Table/wall requirement:

D. **Food and Beverage Operations**
Budget:
Responsible staff: Phone:
Menu (attached):
Type of service:
Area layout/locations - food and bar (map attached):
Labor requirement: Cost:
Employee/volunteer training:
Employee/volunteer uniform/costume:

E. **Marketing Plan** (publicity/advertising/promotions)
Responsible staff: Phone:
MWR Marketing POC: Phone:
Determine graphic theme (character, figure, animal, etc.):
Commercial sponsorship opportunities:

Promotional giveaways:

Advertising Opportunities (dates, POC, phone):

On-post	Off-post	Intra-MWR
Newspaper	Newspaper	Installation MWR Calendar
E-mail	Radio	Table Tents
Commanders Call	Television	Activity Calendars
Quality of Life Meeting		
Event Hotline		
Electronic Message Board		

F. **Miscellaneous**
Pre-program contest(s):

Prizes (identify specific prizes for specific events):

Entry forms:
Rules:

Security:
Protocol:
Parking (guest/staff):
Porta-potties:
Guest seating:
Command coordination required:
Weather plan:

G. **Break-even Analysis**

H. **Evaluation Plan**

Club Programs

INTRODUCTION

There is no doubt that being a manager of an AMC club is one of the most difficult and challenging positions in the installation's MWR organization.

The primary factor influencing today's financial posture of club operations is the loss of appropriated funds. This financial support never showed up on a nonappropriated fund (NAF) income statement, but since its restriction/ elimination, the substitution of NAF for APF has caused serious financial problems. The result is knowing the true cost of doing business.

The question facing many commanders and their staffs is the survivability of individual clubs, i.e., Officers' Club, etc., especially in light of a diminishing patron base. If some form of club operation is to survive, the basic question of what is the purpose of clubs must be answered.

If the answer to this question is to primarily provide food and beverage service, then survivability is in question. Although people must eat to survive, when they eat, what they eat and where they eat is a matter of choice. Additionally, the food service industry is in a state of over supply" and is a consumer's marketplace. Privately owned restaurants are experiencing a very high rate of failure (Dept. of Commerce Report on the Food Industry - 1989).

If the name “"club”" is to be used - then we must do more to operate like a club. The term club denotes three things: membership, benefits, and programs. “Membership” means some form of exclusivity for its members and therefore certain benefits. “Programs mean offering scheduled events to meet members' needs and desires.

The concept of programming is prevalent in private civilian clubs, but is desperately missing in our club system. The most important operation in our clubs is scheduled food operations in the dining room. This is not a program - it's a service, and in most cases a convenience. Defining a club program means offering activities that draw the member to the facility - food and beverage service are many times secondary to the event.

Even our service training compounds this problem. Club managers are trained in the culinary arts, financial management, inventory control, etc., but not in programming concepts. Further, our club managers will state they don't have the resources to have a staff like a

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private club, i.e., social director, golf or tennis pro, catering manager, etc. Ironically, we do have this staff. They exist elsewhere within our MWR organization. The problem is we don't think as a team. Our MWR organization is directed by SIO fragmented activities. The result - all our activity managers think and operate as separate entities. In other words, there is virtually no team effort that takes into account the special talents of staff members.

This training brief provides a few ideas that can be used within a club and offers some programming concepts that will broaden the scope of club operations. The list is by no means all inclusive, the only limitation placed on an individual club operation is the limitation of creativity of ideas/ concepts.

TO THE ADCFA

The definition of "Synergism is: the simultaneous action of separate agencies which, together, have greater total effect than one.

What is the end result when we apply synergism to club programs? This training brief will attempt to assist you in orchestrating a new direction for club programming.

The challenge now is to modify our actions and thinking towards achieving synergistic" results. This training brief will cover CFA planning, team building, marketing, evaluation, recognition, and program ideas. Let's start with the fun stuff, program ideas.

PROGRAM IDEAS

Just as facilities are integral to good programming, good programming is integral to successful handling of club operations. Ideas that may be utilized to enhance operations follow (note that many are seasonal):

Golf or Tennis:

- Schedule a members' golf or tennis tournament with a follow-up social and buffet with awards.
- Use of a leader board with updates at course/courts, and in club could be helpful.
- This type of event should include a social hour to fill the void between the tournament play and buffet.

Ski Weekend:

- Commercial ski resort personnel can be invited to provide information, show videos, etc. on use and accessibility of their facilities.
- A raffle of a ski weekend could enliven things.
- Display of rental equipment/prices/lessons available at slopes.
- Tie in equipment available at issue center.
- Invite post exchange to display jackets, clothing, accessories.

Entertainment:

- Weekly entertainment program.
- Invite bands, discos, platter spinners to provide contemporary and/or music from a specific time period, i.e. swing, rock, boogie.
- Many local bands are usually available and can be retained for special events/timing, i.e. a spring dance, Thanksgiving, also good band exposure for weddings.
- Coordinate with other organizations, i.e. youth center to program a parent/teen dinner dance, father/daughter, etc.

Fine Dining:

- Start providing scheduled gourmet dinners and weekly fare for special foods/beverages by country or continent, i.e. Middle East evening, German night, Polish East night.
- A different country or culture each week/month.
- Advise on wines, coffees, beverages, preparation, recipes, etc.

Dinner Theater:

- Invite post or local entertainment branch folks to provide a continuing program of dinner theater engagements.
- Serve buffet, cocktails - good food.
- Advance sales and reservations are necessary.
- Provide adequate advertising and P.R.
- Remember you will need to provide excellent service - this is a chance to enhance dinner theatre appreciation.
- Be sure to take a good look at seating configuration for a successful evening.

Craft Fair: Craft facility personnel will display items provided to support this event. Fast food service is probably best for this type of event as it supports mobility of the customer.

Fashion Shows: For seasonal presentations, using commercial vendors to sponsor and support your efforts.

Health Fair: To promote fitness and healthy eating habits while introducing new items to the menu that are low in fat and cholesterol.

Community Cookouts: Can be used to increase participation during the summer and fall months. You can also develop a "Cookout to Go". The club will provide "ALL" the fixings for a cookout to go.

Aerobics in the Ballroom: You don't need showers for this type of activity. A national health club chain operates health spas in some shopping centers without shower facilities. Promote the healthful aspect of this type of activity and tie in healthy eating habits. Have a fruit juice bar after the aerobics. You can even provide baby sitting services.

Intramural Championships: The games can be video taped and then shown at the club for those that wish to see it all again and those that were unable to make it to the original event. This can be supported by beer & pizza.

Bus Tours: These ITR trips can be supported by box lunches. The club can provide these for just about any event, from the least costly to a trip to the symphony.

Bar Operations: Offer more than just liquor and a T.V. set if they hope to develop a strong customer base. Special programs can be developed for patrons to view "Monday Night Football and other sporting events on television. These programs can be enhanced by offering appetizing snack items such as chicken wings and popcorn. Also, prizes can be given away for predicting correct scores. Create an appropriate atmosphere in the bar. Turn it into more than just a place to sit and drink. Jukeboxes, dart boards, video games, pool tables, and posters on the wall are all ways to accomplish this.

Easter Egg Hunt: For youngsters, with emphasis on finding the golden egg which entitles the finder to a free meal at the club. Children's entertainment is the highlight of the day, followed by the extravaganza of the Bunny Day Buffet.

Football Party: Cocktails, light hors d'oeuvres and snack party with a band playing to the big" T.V. football game.

Oktoberfest: This all German event is always a crowd pleaser.

All Sports Party: Features snacks one would expect at a basketball or football game. Have everyone dress up in their favorite sports costume. Conduct billiards, table tennis, and other tournaments.

Christmas Holiday/Family Sleigh Ride: Participants circle club in rented horse-drawn, evergreen-clad wagons while singing Christmas carols. Gather in the club after the ride, feature hot beverages. Could precede a festive traditional holiday dinner.

Old Time Movie Nite: Rent a bunch of late period comedies and projector and projectionist for the evening. Combine old-time movies with Depression period theme carried out with guests invited to costume in poor folks garb.

TEAM BUILDING

The idea of club, golf, bowling, recreation and family support staff all working together to maximize productivity and profits sounds great. Who could object to such a common sense approach to MWR programming? No one. The following suggestions will provide the foundation for a consistent approach:

- establish clear aims
- start modestly
- ensure agreement prior to action
- build realistic time tables
- encourage openness and frankness
- don't raise false expectations
- reorganize work if necessary
- remember the unknown is often more threatening than the known
- remember you can take a horse to water, but you cannot make it drink"
- be alive to other opportunities when team building
- delegate
- accept external help if necessary
- practice what is preached

Once you have established an effective team of managers, programmers, technicians and production personnel, you will observe the following characteristics:

- it will establish and work toward established objectives
- it will have open relationships between members
- it will deal with different viewpoints and gain from debate
- members will show a high level of support for each other
- personal relationships will be based on personal knowledge
- it will regularly review its operation and try to learn from experiences
- procedures and decision-making processes will be effective

The team building approach requires that people learn new skills, work through relationship problems and review current effectiveness. This all takes time to complete thoroughly. If a team is not prepared to spend this time, then it simply lacks the will or drive to develop itself. In practice, significant steps can be made within a two-day period, but a comprehensive team building approach may take more time. The procedures, exercises and techniques one may use to build teams are extensive. Decide on the most effective approach to develop your team. Consider using internal and external personnel to conduct team building projects. There are many excellent books on team building and organizational change available at local bookstores and libraries.

PROGRAM PLANNING

This is the critical phase of creating the synergism required in programming. A formalized approach to coordinating efforts is essential.

Upon completion of a draft plan, ask division chiefs, facility managers and programmers to brainstorm the recommended possibilities. At this point synergism becomes a reality.

The next phase is weeding out the impractical ideas from the brainstorming review and agreeing on a plan of action.

Assign functional responsibilities to project managers. Management is now responsible to ensure the project manager develops action plans with milestones for each program. Management must ensure action plans are on track or being revised to meet current circumstance. Please remember co-programming is a team project, in which everyone must cooperate. The outcome of a program will only be as good as the efforts applied to organizing and conducting an event.

Training Brief #6, Program Planning, will help managers carry out their concepts in a written format.

ADDITIONAL STEPS FOR SUCCESSFUL PROGRAMMING

For each program event within MWR there are a number of steps that require careful preplanning by management. The following steps serve to illustrate the kinds of team management decisions that have to be made before the program event becomes a reality.

a. Formulate & develop the basic idea or theme. This idea or concept will be based on input from as many sources, i.e. customers, surveys, suggestion boxes, advisory council, etc. This step is critical as it ensures the customer base will support the function.

b. Develop the necessary details into an operational plan with milestones and dates for completion. Make sure that the schedule does not conflict with other major events on the installation or in the local community.

c. Hold meetings with other MWR team members to provide operational information. Coordination, delegation and controlling are essential in directing necessary phases of programmed events.

d. Formulate and structure a budgeted media plan for promotion of the event.

e. Develop a management checklist and use it consistently.

f. Check projected participant numbers far enough in advance and coordinate with service departments for the purchase of essential items.

g. Supervise the organization and execution of the program event. Follow-up on the success of the event and keep records for planning future events.

PROMOTE THE PROGRAM

Effective promotion is crucial to the success of programs and events. It's not enough to distribute flyers, or put items in the Weekly Bulletin and hope for the best. As you plan a program, you should also be planning a promotional strategy to compliment it.

Some possible objectives of a promotional campaign are:

- to attract new patrons
- to stimulate repeat business
- to stimulate larger purchases

- to attract attention to the facility, program or service
- to build patron traffic
- to introduce new programs or services

Objectives should always be stated at the beginning of any promotional campaign. Objectives should be realistic, achievable and measurable. Promotional materials must be executed in a professional manner so as to denote a quality program. Using poor quality brochures and flyers will give the impression that management doesn't really care about its image, thereby creating a negative attitude toward the program itself. As you budget for your program, make sure to allocate sufficient resources for your promotional campaign.

Promotion must be both internal and external. It is just as important to get employees enthusiastic about sales as it is to get potential customers enthusiastic about the event, program or service.

A well organized promotional strategy should include a blend of four basic elements:

1. Advertising through flyers, brochures, posters, marquees, table tent cards, newspapers, radio and television.

2. Personal selling through oral presentations to potential or existing patrons. Orientation briefings, command talks to the soldiers" and wives' club meetings are all opportunities to engage in personal selling. Also, one-on-one contact between a staff member and a patron is a chance to sell upcoming programs. Contacting club members by phone or by mail can be an effective selling tool.

3. Sales promotion including discount coupons, free introductory trials, contests or the giveaway of special items such as T-shirts, balloons and buttons.

4. Publicity is information which is disseminated to the public at no cost. This may include news or feature articles in the base newspaper, community newspapers or organization newsletters. Also, public service announcements on local radio or TV stations, and guest appearances on local media are examples of publicity.

Promotional efforts are most effective when a mix of tools is being used. You need to select promotional media that is appropriate for each audience you are trying to reach.

Your promotional strategy must emphasize the benefits your program can provide to each audience or market segment. Since you have more than one market, you may need several different promotional strategies for each program.

Evaluate the effectiveness of your promotional efforts. Are your flyers reaching their intended audience, or are they being disposed of before they get there? Are posters being placed in visible, high traffic areas on the installation? Are promotional materials reinforcing a quality image for your program or event? Are promotions creating awareness, interest and “excitement” among your customer base for upcoming programs? Be tenacious in the tracking of your promotional efforts.
A quality program is the best promotion and positive word of mouth is still the most effective marketing tool.

TARGET YOUR AUDIENCE

You shouldn’t try to be all things to all people at the same time with your programming. Different events and programs will be attractive to different segments of the installation’s population. A family with young children is looking for a different dining or entertainment experience than is a single soldier or a retiree. Although major events on post can sometimes satisfy all these groups at the same time, it is generally more effective to think in terms of separate programs for your different population segments.

Accurate demographic information (age, sex, grade, income, marital status, children) about the installation community is necessary in order to fully define your patron base. In addition, reliable survey research should be conducted to determine the usage patterns and interest of different customer segments. Knowledge about who your customers and potential customers are, and their differing needs and desires will enable you to segment your programming successfully.

Programming should be conceived with a specific target audience in mind. Promotional strategies should be directed toward your target audience. If you have more than one room or area in your facility, you have the capability to run different programs for different target audiences simultaneously.

There's nothing wrong with a community club having "Enlisted Night" separately from "Officer's Night or NCO Night. Officer's or NCO Clubs can establish separate programs for families versus single soldiers as long as the specific audience desired exists in sufficient numbers to support the program. Even dance events can be segmented by having separate programs for country and western, rock and rap/disco music.

EVALUATION

It is critical that each event be fully evaluated. The lessons learned from evaluation are critical to future success. Prior to an event, establish objectives on which to base your evaluation.

SUMMARY

There are many excellent MWR programs conducted by clubs and recreation staff. The purpose of this training brief is to reinforce these quality programs and attempt to formalize the process which generates outstanding programs. Through synergism we grow as individuals and organizations.

Training Brief #6, Program Planning, assists in taking a concept through execution. The biggest problem will be committing ideas to paper. The success of any event is the successful coordination and completion of all objectives and tasks. Remember, one person cannot do it all - teamwork and synergism will ensure a higher degree of success.

EVALUATION - The Key to Program Success

INTRODUCTION

Prior to reading this training brief, please review the following questions and answer yes or no.

Key Signs Evaluation is Needed

* Do you know who the target customers are for specific programs/ services/events and whether you are reaching them?_____

* Do the programs/events you provide seem to be chosen only on the basis of historical scheduling or convenience rather than customer needs?_____

* Do you know the impact of your programs?_____

* Do you know what makes your program strong and what are its weaknesses?_____

* Do you wonder whether you should terminate or modify your program?_____

* Do you clearly need to produce improvement in your program by making informed modifications?_____

* Do you need cost/benefit information about program activities?_____

* Do staff members provide programs without evidence of planning or strategy?_____

If you answer "yes" to any of the above, then this brief will provide relevant information.

EVALUATION - The Key to Program Success

To the Manager

The world of conducting recreation programs, business activities and special events is hectic. It seems like just as soon as one activity ends, one is in the middle of the next. Who has time to evaluate? Let's face it, one is lucky to just get an after action report completed in a timely manner.

This training brief provides some very basic information on how to accomplish fast and effective evaluations. Done properly, an evaluation will help ensure your future programs are even more successful. Without an evaluation, one never knows how to improve on weaknesses, accentuate positives, or show command activities are worthwhile.

Four methods of obtaining program evaluation information are covered in this brief: questionnaires, participant interviews, observation, and Management Information Systems (MIS) reports. As a manager, you should use at least two of these methods to develop an accurate and valid evaluation. Management must determine the best evaluation methods.

The First Step

You must establish objective statements as the foundation of the evaluation. Objectives must be "SMART", which means Specific, Measurable, Achievable, Realistic, and Timebound. Why? The point is to be able to measure results. If an objective is SMART then it is easy to measure. Again, any of the four evaluation methods can be used to measure the objectives.

Lets go over a few examples of objectives, which could be established for a hypothetical program:

- Attract 250 people to program X, NLT 1 June 1990. Measure by counting at program.
- Generate $1,000.00 net profit during Program X, NLT 1 June 1990. Measure by Program X Management Information System (MIS) Report.
- Increase participant knowledge of Y subject during Program X" NLT 1 June 1990. Measure by questionnaire at conclusion of program.
- Provide an exciting leisure experience for participants during Program X NLT 1 June 1990. Measure

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by questions at conclusion of program and by observation.

- Create decorations and lighting which will compliment Program X and add to participant enjoyment NLT 1 Jun 90. Measure by asking on questionnaire at conclusion of program and observation.

As you immediately see, some of the above objectives are easy to measure and some are more difficult. The deeper one gets into the experiences, feelings and perceptions of participants, the more difficult the assessment becomes. However, don't shy away from this valuable subjective information. People will share their feeling, they only need to be asked.

The next step is to determine which method will be used to obtain the specific answers to each objective. Throughout this process of getting answers to questions based on objectives, one also obtains an impression of a program, which results in an evaluation. Consider using the following methods to evaluate programs.

QUESTIONNAIRES

The key here is keep them simple. If you overwhelm your participants with questions, nothing will be accomplished. Ask only what you need to know. Ask questions in several ways. Ask close-ended questions, such as:

1. The decorations and lighting at Program X complimented the activities and added to your enjoyment.

disagree		neutral		agree
1	2	3	4	5

2. Program X was an exciting and fun filled event.

disagree		neutral		agree
1	2	3	4	5

Open-ended questions can also be asked, but interpretation is hard and data becomes less specific.

1. What did you like most about Program X? _____________

2. What did you like least about Program X? ______________

3. Suggestions for program X improvement ________________

Now, let’s look back at one of the example objectives at the top of this page, which is "Create decorations and lighting which will compliment program X and add to participant enjoyment NLT 1 Jun 90". The question about decorations and lighting is designed to obtain participants’ opinions on how well the above objective was accomplished. If, for example, 85% of participants agree with question #1, then it is reasonable to presume the lighting and decorations were well done and complimented the program.

The open-ended questions will allow participants to add more information concerning the program. For example, an answer to the question "What did you like most about program X?" could be "The decorations were unique, well suited and helped create a festive atmosphere”." Bingo. At this point, one can be reasonably sure the decorations at program X were well done.

You want all questionnaires returned. The higher the rate of return, the better your information. Be creative. There are lots of ways to obtain information. However, a word of caution; don’t be too demanding or you may turn some people off. Ask for questionnaires to be returned to coat room staff, table service personnel, class instructors, trip leaders, reservation clerks, etc. You may want to give each respondent a piece of fruit, discount coupon or a cash refund after returning their questionnaire. If your event is informal, type questions on plain paper. For formal events consider a quality printed questionnaire.

QUESTIONNAIRE PROS

Provides a written record of comments, is measurable, fast and may be preserved for future reference.

QUESTIONNAIRE CONS

Not appropriate for all types of programs, sometimes hard to get back, people won’t fill out and sometimes turns people off.

PARTICIPANT INTERVIEWS

This is one of the most personal ways of obtaining information. Literally, all that is involved here is asking your participants their opinion concerning an event or program.

You need to develop unbiased questions and ensure each respondent is asked the same questions. The interviewer needs to keep copious notes, or better yet, record for interpretation later.

Let's go back to our program objective statement, "creating decorations and lighting which compliment program X." The type of question one may wish to ask during participant interviews is, "Did the lighting and decorations contribute to your enjoyment of program X?

If the answer is something like "Yeah," "Wow," "These are the best decorations I've ever seen"," then one can be assured the decorations were a great success.

INTERVIEW PROS Fast, cheap, usually get true feelings.

INTERVIEW CONS Comments are lost from original sources (unless recorded), it is difficult to remember all answers and they may be embellished during retelling.

OBSERVATION This is one of the easiest methods of obtaining a program evaluation. However, it can be the most subjective. The result of this type of evaluation is literally in the eye of the beholder. We each see events in our own unique way. Therefore, it is imperative we seek the opinions of several people during the observation process. Use a checklist of predetermined areas to observe. Also, film or recording devices to capture observations for future review is helpful.

Again, going back to our objective on decorations and lighting, it is easy to observe the quality of decorations and lighting. If one gets several opinions, films the decorations at an event, and questions participants, then a very strong, true picture of one aspect of an event becomes known and is easily communicated to others.

OBSERVATION PROS Fast, easy, may be filmed or recorded, many may participate in the process, may be standardized with checklists, may be conducted with real time results, allows for corrections during event and is not dependent upon returns from participants.

OBSERVATION CONS Can be very subjective, original data lost if not filmed or recorded.

MANAGEMENT INFORMATION SYSTEMS (MIS)

The last method of program evaluation is very objective. This process uses the Management Information System to produce some form of a report. However, one must continue to use objectives as a basis for measurement. This report could include headcounts, inventory counts, DAR's, scatter sheets, labor costs, net profit, etc. The challenge is selecting data that gives the best information indicating program success, and obtaining the proper counts.

If we go back to our objective on decorations and lighting, it is easy to see the MIS will help us determine the costs associated with decorations and lighting. This is important, since we must determine the value of all aspects of an activity. However, the analysis at this point becomes somewhat subjective. The cost of decorations and how much enjoyment they provided, compared with cost, is a decision management must make, taking the other three methods of evaluation into account. At the end of our evaluation process we could determine decorations and lighting cost to be $295.00 and scored high on the questionnaires, patron interviews and observation. If over 250 people attended the program and we obtained the $1,000 net profit objective, then decorations were well worth the cost and should be continued in the future.

MIS PROS

The data is very objective, measurable, usually required for most programs (so extra work is not necessary) and is supportable.

MIS CONS

Many times managers only provide information from the MIS, and consider this a full evaluation. While profit generated and headcounts are important, they only tell part of the story.

WHAT HAPPENS IF ONE DOESN'T MEET OBJECTIVES?

Don't be overly concerned if a few points are missed on the evaluation measurement. The purpose of an evaluation is not to cast blame or make people look bad, but to measure, based on the established objective criterion prior to conducting an event. The end result is to learn lessons, tailor budgets and expectations so one may improve future events.

DATA ANALYSIS

Keep it simple. Use the methods you are most comfortable with. Add up the numbers, work the percentages and use automation when possible.

SUGGESTION BOXES

Are suggestion boxes valid ways to evaluate? In the content of this training brief, the answer is no. However, the value of suggestion boxes as customer service tools is well established and encouraged. The shortfall of the suggestion box is, while one is obtaining valuable information, there is no way to effectively measure results based on objectives.

SUMMARY

Evaluation is the key to program success. Evaluation requires pre-planning, teamwork, and follow-up action. A thorough evaluation of any program makes your job much easier. The lessons learned through an effective evaluation program prove invaluable for budget planning, ordering supplies, scheduling staff, advertising and general program planning. The bottom line is evaluate or stagnate.

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358 Brannan St., San Francisco, California 94107, (415) 896-1900

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MWR Recycling

TO THE MANAGER

By establishing a qualified DPCA/MWR recycling program, the IMWRF could receive up to 100% of the proceeds from the sale of waste material. When operated by the Director of Engineering and Housing (DEH) up to 50% of the funds generated after expenses may be spent on pollution abatement, energy conservation, and OSHA projects. The remainder or all of the funds may be given to the IMWRF for MWR.

INTRODUCTION

This brief explains the procedures to implement and maintain a qualifying recycling program. Recycling has significant potential for increasing revenues for MWR activities. The authority for establishing a qualifying recycling program is Public Law 97-214 Section 10 USC 2577 and the implementing regulation is AR 420-47, Solid and Hazardous Waste Management, 1 Dec 84. This directive stipulates all funds generated from installation recycling efforts are returned to the installation. With this expanded authority to use recycling funds in support of MWR, it is recommended that the installation recycling programs be DPCA/MWR functions. DPCA managed programs receive 100% of the proceeds from recycling efforts.

WHAT IS A QUALIFYING RECYCLING PROGRAM?

This is an organized effort authorized by the installation commander for the segregation and collection of specifically defined recyclable material from waste.

WHAT IS RECYCLABLE MATERIAL?

Any material recovered from waste that may be reused only after undergoing some type of physical or chemical processing. Excluded are precious metals or items that may be reused without special processing. Some examples are used vehicles, machine parts, bottles and unopened containers of oil/solvents.

Materials that may be recycled include: office paper, newspapers, scrap glass, cardboard, tires, batteries, and lumber. Recyclable metals include: scrap iron, steel, aluminum, magnesium, tin, and copper.

It is to be noted here that the value of waste material is increased when segregated. This means separating different types of materials into areas/bins for sale. Value is enhanced, for example, by removing aluminum from steel housing assemblies and separating white paper from newspaper and cardboard.

FEASIBILITY OF RECYCLING PROGRAM

Before establishing a qualifying recycling program, you will need to determine the feasibility and cost effectiveness of such a program. Points to consider are:

- Identify what recyclable material is available
- Estimate the generation rate
- Determine if adequate markets exist
- Conduct an economic analysis

This feasibility study is conducted in coordination with the Defense Reutilization and Marketing Office (DRMO). In fact, the entire program when established, is continuously coordinated with the DRMO regarding viability.

ESTABLISHING A PROGRAM

If the feasibility study results are favorable and markets do exist, the installation commander may establish a recycling program by command directive. In the directive, the commander identifies the following requirements:

- Designates a recycling program manager. The DPCA can be assigned the responsibility for collection and safe-guarding the waste material.
- Identifies means for maintaining fiscal responsibility.
- Provides for maintaining of records on quantity and types of material.
- Provides for review of projects funded with proceeds.
- Outlines implementing procedures to be coordinated with the Resource Management Office and the DRMO.

IMPLEMENTATION OF THE PROGRAM

In accordance with the directive, the program manager initiates procedures and maintains operations for recycling. The activity, in its most simple form, follows:

- The DPCA dedicates manpower and equipment to segregate, store and/or move recyclable material to the DRMO for sale.

- Receives turn-in/issue slip DD 1348-1 for each transaction from DRMO which includes:
  1. A pile number to identify location.
  2. Identification of item by weight, type and estimated value.

- Sets up and maintains an accountability system with internal controls to track:
  1. DD 1348-1 turn-in forms.
  2. Timely crediting of sales proceeds to budget clearing account 21F3875.1111.
  3. Disbursements of proceeds to IMWRF after recycling costs are deducted.

- IMWRF advisory council approves projects/activities to be funded by recycling proceeds.

SUCCESS

The key to an aggressive and successful installation recycling effort is a DPCA/MWR managed program. The following are factors that tend to maximize profits for a DPCA recycling activity:

- Up to 100% of funds generated are deposited in the IMWRF after recycling costs are deducted.

- The DPCS is required to run the program in a business like manner.

- Dedicated person(s) to segregate material and manage the program

- Funds provide staff, equipment, and facilities.

PROGRAM EVALUATION

Recycling raises revenue, but it may not always be economical (profitable). Costs may exceed proceeds or markets may change or disappear. Do not attempt to undertake a recycling program without an economic analysis. Once the program is running, the operation needs continuous oversight to stay on top of sale prices and costs to assure profitability.

SUMMARY

DPCAs are encouraged to review the current installation recycling program as a source of revenue for MWR. If an agency other than the DPCA handles waste recycling, the results may be minimal. Consider a feasibility study to establish DPCA as the recycling activity. With the added authority of 10 USC 2577, a considerable potential may exist for generating new revenues to the IMWRF. Current DPCA/MWR program should be reviewed and efforts intensified for promoting recycling as a business and maximizing profits.

REFERENCES

Attached references are provided for your recycling program guidance.

- Department of Defense memorandum, subject: Sales of Recyclable Material (10 USC 2577) - 28 Jan 83. (Atch 1)
- Extracts from Public Law 97-214 - 12 Jul 82. (Atch 2)
- AR 420-47, Solid and Hazardous Waste Management - 1 Dec 84, Chapter 5, Source Separation, Resource Recovery and Recycling. (Atch 3)

DEFINITIONS OF TERMS USED IN 10 U.S.C. 2577

- Recyclable materials - Materials that normally have been or would be discarded (i.e., scrap and waste) and that may be reused after undergoing some type of physical or chemical processing. Recyclable materials do not include precious metal-bearing scrap and those items which may be used again for their original purposes or functions without any special processing; e.g., used vehicles, vehicle or machine parts, bottles (not scrap glass), electrical components, unopened containers of unused oil/solvent. Recyclable materials also do not include ships, planes, weapons, or any discarded material which must undergo demilitarization or mutilation prior to sale.

- Qualifying recycling programs - Organized operations that require concerted efforts to divert or recover scrap or waste from waste streams, as well as efforts to identify, segregate, and maintain the integrity of the recyclable materials in order to maintain or enhance the marketability of the materials.

- (Military) installation - A group of facilities, located in the same vicinity, which supports particular functions (e.g., trash collection and provision of utilities).

(Retyped copy of memo)

28 JAN 1983

MEMORANDUM FOR SECRETARIES OF MILITARY DEPARTMENTS
DIRECTORS OF DEFENSE AGENCIES

SUBJECT: Sales of Recyclable Materials (10 U.S.C. 2577)

This is to provide guidance pertaining to DoD recycling programs pursuant to Section 2577 of Title 10, United States Code (as added by Section 6 of the Military Construction Codification Act, Public Law 97-214), enclosed. This new legislation, which became effective October 1, 1982, requires significant sales of recyclable materials. DoD Directive 4165.60, Solid Waste Management, October 4, 1976, is being revised and will incorporate the policies contained in this memorandum. In the interim, if there is any conflict between DoDD 4165.60 and either Section 2577 of Title 10 or this memorandum, the provisions of the law and this memorandum shall govern.

Section 2577 provides increased incentive for military installations to establish and operate efficiently recycling programs that would further reduce our waste stream, prevent pollution, and conserve natural resources. With those goals in mind, we request that you issue supplemental instructions concerning the operation and establishment of qualifying recycling programs. The instructions must include procedures for designating installations that have established qualifying recycling programs for the purpose of using sales proceeds to finance pollution abatement, energy conservation, and occupational safety and health projects. The policies and instructions herein apply to all DoD installations, including those which operation under the industrial fund.

The Defense Logistics Agency (DLA) remains responsible for market research and sales for the military departments. DLA will return 100 percent of "recyclable materials" sales proceeds to the "installations" with "qualifying recycling programs" (see enclosure for definitions). Procedures governing sales of recyclable materials must be consistent with Section 203 of the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 484). Although the screening for utilization, transfer, and donation as described in DoD 4160.21-M is not required prior to offering recyclable materials for sale, such screening may occur at the discretion of the Director, DLA.

notified of the terms of the proposed contract, including the dollar amount of the contract and the amount of energy or fuel to be delivered to the Government under the contract.

"(d) The costs of contracts under this section for any year may be paid from annual appropriations for that year.".

(2) The table of sections at the beginning of such chapter is amended by adding at the end thereof the following new item:

"2394. Contracts for energy or fuel for military installations.".

(b)(1) Chapter 153 of title 10, United States Code, is amended by adding at the end thereof the following new section:

"§ 2577. Disposal of recyclable materials

Regulations.

"(a)(1) The Secretary of Defense shall prescribe regulations to provide for the sale of recyclable materials held by a military department or defense agency and for the operation of recycling programs at military installations. Such regulations shall include procedures for the designation by the Secretary of a military department (or by the Secretary of Defense with respect to facilities of a defense agency) of military installations that have established a qualifying recycling program for the purposes of subsection (b)(2).

Limitation.

"(2) Any sale of recyclable materials by the Secretary of Defense or Secretary of a military department shall be in accordance with the procedures in section 203 of the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 484) for the sale of surplus property.

"(b)(1) Proceeds from the sale of recyclable materials at an installation shall be credited to funds available for operations and maintenance at that installation in amounts sufficient to cover the costs of operations, maintenance, and overhead for processing recyclable materials at the installation (including the cost of any equipment purchased for recycling purposes).

"(2) If after such funds are credited a balance remains available to a military installation and such installation has a qualifying recycling program (as determined by the Secretary of the military department concerned or the Secretary of Defense), not more than 50 percent of that balance may be used at the installation for projects for pollution abatement, energy conservation, and occupational safety and health activities. A project may not be carried out under the preceding sentence by law as the maximum amount for a minor construction project.

Transfer of funds.

"(3) The remaining balance available to a military installation may be transferred to the nonappropriated morale and welfare account of the installation to be used for any morale or welfare activity.

"(c) If the balance available to a military installation under this section at the end of any fiscal year is in excess of $2,000,000, the amount of that excess shall be covered into the Treasury as miscellaneous receipts.".

(2) The table of sections at the beginning of such chapter is amended by adding at the end thereof the following new item:

"2577. Disposal of recyclable materials.".

(c)(1) Chapter 159 of title 10, United States Code, is amended by adding at the end thereof the following new sections:

Chapter 5
Source Separation, Resource Recovery, and Recycling

5-1. Introduction
Installations are encouraged to establish or expand source separation and recycle programs to reduce the waste stream, prevent pollution, and conserve natural resources. Source separation is used to reduce the amount of refuse by taking out marketable materials before these materials enter the solid waste stream. Considerable financial incentives exist for installations to recover energy from wastes. Financial incentives are also available in the form of proceeds from sales of recycled materials. Before initiating source separations, resource recovery, or recycling programs, installations should conduct a feasibility analysis in coordination with the servicing DPDO. The installation, together with the servicing DPDO, will determine what markets exist, if any, and the costs and prices associated with the markets. An economic analysis or program evaluation should be conducted according to AR 11-28 before initiating any program to establish cost effectiveness.

5-2. Recycle policy
a. All proceeds from the sale of recyclable materials may be used by Army activities having qualifying recycling programs.

b. Proceeds generated through qualified recycling programs may be used for--

(1) Reimbursement of program costs.

(2) Pollution abatement projects.

(3) Energy conservation projects.

(4) Occupational safety and health projects.

(5) Morale and welfare activities.

c. Installation are encouraged to establish or expand recycling programs consistent with AR 200-1 and this regulation.

d. Recycling efforts should be directed toward waste stream reduction, pollution prevention, and resource conservation.

5-3. Design capacity
Each resource recovery facility will be designed with enough capacity to process all of the residential, commercial, and institutional solid waste generated by the participating facilities.

5-4. Resource recovery and recycling methods
a. Various recycling methods will be considered when establishing local recycling programs. These recycling programs may be implemented alone or in combination with the local recycling program if beneficial.

b. The methods below are to be considered before the construction of a new waste processing facilities.

(1) Joint or separate efforts by contractors handling solid and other waste material to recover recyclable material. When these efforts result in salable materials, the return to the Government may be in lower costs for contractual services.

(2) Taking part in a joint or regional recycling program operated by the civilian community.

(3) Sale, transfer, or donation of recovered materials through the DPDO.

(4) The use of waste as a fuel supplement.

(5) Local reuse of recovered waste materials.

5-5. Procedures for designating installations having qualifying recycling programs
a. A qualifying recycling program is established when a managing activity, designated by the installation commander, initiates procedures for the segregation and collection of specifically named recyclable materials from the waste stream. The managing activity will maintain records of the quantity and type of materials sold.

b. A qualifying program must--

(1) Have a method for maintaining fiscal accountability for all funds received and disbursed.

(2) Have implemented the procedures outlined in this regulation.

(3) Provide a review process for all projects funded with the proceeds of sales. This review process will consider all projects as if funded from normal appropriations.

5-6. Recovery and recycling of used oil
Recovery and recycle of used petroleum products will be maximized to protect the environment and conserve energy and materials. While a closed-loop arrangement whereby the used oil is re-refined by a contractor and returned to the generator is the preferred method of recycling, used oil may be sold through a qualifying recycling program and the proceeds returned to the installation. The economic success of

recycling oil depends upon the quality of the liquid. Care should be taken to keep oils of different sources and radically different properties separate to ensure homogeneous batches for turn-in. Handling, storage, and disposal practices must be environmental safe and acceptable. Accidental discharges will be handled according to AR 200-1, chapter 8.

5-7. Accumulation and use or proceeds

a. The Defense Logistics Agency (DLA) remains responsible for market research and sales. DLA has directed the servicing DPDO to return 100 percent of the proceeds from sales of recyclable materials to the installations. The managing activity must establish the Budget Clearing Account 21F3875.1111 through the installation finance and accounting office (FAO). The managing activity must ensure that all turn-in documents contain the complete accounting classification. Special considerations such as the sale of material from small contributors, tenant activities, subinstallations, and satellite activities should be coordinated with the FAO and the DPDO. All proceeds will be accumulated in the Budget Clearing Account until used. The Accumulation of funds in the account if not affected by the close of a fiscal year. Proceeds may be carried over into the next fiscal year for up to a total accumulation of $2 million. The managing activity is responsible for separating amounts within the account as to source and disposition. All Army activities, including those operating under the Army Industrial Fund, may participate in this recycling program.

b. Recycling proceeds may be withdrawn from the local installation account 21F3875.1111 as follows:

(1) Proceeds will first be applied to cover all costs of operating, maintaining, and establishing the qualifying recycle program. This includes the purchase of new or replacement equipment for recycling purposes. Recycling expenses will be accumulated and reimbursed under the automatic reimbursement procedures to the financing appropriation from proceeds in the budget clearing account. Military personnel expenses may not be reimbursed from the proceeds.

(2) If a balance remains in the account, the managing activity may apply up to 50 percent of the remaining balance to fund projects for pollution abatement, energy conservation, and occupational safety and health activities. A DA Form 2544 (Intra-Army Order for Reimbursable Services) will be used for each project. A project funded from recycling proceeds may not be carried out for an amount greater than 50 percent of the amount established by law as the maximum amount for a minor construction project. Approval procedures for projects listed in this paragraph are the same as if funded from normal appropriations.

(3) Any proceeds remaining after (1) and (2) above are accomplished may be transferred to the installation morale support fund account by processing an SF 1049 (Public Voucher for Refunds) according to AR 37-103.

(4) If the uncommitted balance in the account at the end of any fiscal year exceeds $2 million, the excess amount will be returned to the US Treasury as miscellaneous receipts.

Nonappropriated Fund Budgeting

INTRODUCTION

A budget is a plan of action represented by dollars. It is a systematic management tool for projecting, quantifying, and justifying planned requirements. The budget serves as an educated projection based on past history, current policy and future program development. A budget is not a wish list or a paper drill.

A common statement from managers concerning the budget process is, "I was not hired to budget, but to run a program." As a manager, you must know how to manage your resources. Everyone is really a budget expert. If we were not, we would be bankrupt in our private lives. We budget for car payments, insurance, groceries, rent, etc. The same principle applies to NAF budgeting and financial planning for MWR activities. Maybe the problem is managers are not using their own money and therefore do not put the personal concern in planning income and expenses and executing within the budget plan.

Budgeting should come from the lowest managerial level up, i.e. the auto hobby shop manager. This is the manager who knows the program best and deals with the customers. He/she has to deal with the daily functions and problems as they arise.

All IMWRF's, post restaurant and civilian welfare funds will use standardized forms/formats. Copies of the NAF budget templates may be obtained from HQ AMC.

Detailed discussions of the NAF budget process are provided at the following appendices:

APPENDIX A .... APF/NAF Financial Plan (Form 1)
(DA Form 5320-1-E)

APPENDIX B .... APF/NAF Synchronization (Form 2)
(DA Form 5320-2-E)

APPENDIX C .... Annual Operating Budget (AOB)
(DA Form 5318-E)

APPENDIX D .... Capital Purchases and Minor
Construction Budget (CPMC)

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APPENDIX A APF/NAF 5-YEAR FINANCIAL PLAN (FORM 1) (DA FORM 5320-1-E)

One of the most important management tools is the five-year plan. It is an envisionment of where you want your program to be five years from now. The plan is based on assessment of community needs, market research and objectives of the overall community and family support program. Program managers' input, available funding, customer and potential customer wants are all considered when formulating the five-year plan. The plan is only prepared at the IMWRF and program code level, not by location or department.

The first step in preparing the four budget outyears is to consider the total requirements, do not consider whether funding will be APF or NAF. A simple spread sheet can be used. Identify the requirements, both income and expenses. List each source of income. This can be identified through income statements, receipts or historical knowledge. Then consider any programs you wish to modify, discontinue or start. Next, do the same with expenses. Identify any new equipment which will be needed or replaced within this time frame. A good source to use when identifying replacement equipment is the NAF monthly fixed asset report and the appropriated hand receipt.

When you have identified all income and expenses, then determine if appropriated funds are authorized. Planning at this time is not determined by available funds, but by authorization. If appropriated funds are not authorized, then NAF funding will be used. For budgeting purposes, when an item costs less than $15,000, appropriated funded, equipment is expendable. NAF items are expendable if they cost less than $1,000. Capital Purchase/Minor Construction (CPMC) will be defined later in this brief.

After determining the program requirements and APF authorizations, take a good hard look at the NAF authorized column. Ask yourself, is this reasonable? Does it meet the goals and policy set by the installation commander and higher headquarters? Have I defined my plans (in dollars)? Each year, the first outyear becomes the current budget year and a new outyear is added. As the outyear comes closer to the budget year, it can be refined until it becomes the budget year and is the basis for building the current budget. The current budget is always constrained by available funds. We must review the five-year plan each year and ask ourselves, is the plan still good?; have policies changed?; are customer demands still the same?

APPENDIX B — APF/NAF SYNCHRONIZATION (FORM 2) (DA FORM 5320-2-E)

The APF/NAF Synchronization budget (Form 2) is for the current budget year. Unlike the five-year plan, it is constrained by availability of funds, both APF and NAF. It must be as accurate and realistic as possible and reflect all known and planned events, changes, etc. Form 2 is only prepared at the IMWRF and consolidated program code level, not at location or department.

The first step in formulating Form 2 is to look at last years five-year plan. The first outyear is now the current budget year. You have been refining this yearly since formulation as the last outyear. You need to determine if the plan is still good. Has there been a change in policy, availability of APF, change in customer interest, has the military or civilian population changed? If nothing has changed, your APF/NAF Syn is 1/2 completed. It is now a matter of transferring these totals onto the proper form.

When changes do occur, you may want to start from scratch using a simple spread sheet as you did for the five-year plan.

Form 2 consists of eight columns. Column B is the total program requirement. This is the total amount that is needed to run the program, both APF and NAF. Column C is the total authorized APF. Sources to determine authorization are AR 215-1 Appendix C, installation Common Table of Allowance (CTA) and the Table of Distribution and Allowance (TDA). Column D is the total amount authorized NAF. Column E is the expected APF support. This may not be the same amount as in Column C. What is authorized may be more than the expected due to availability of funds. A source of determining expected amount is the APF Budget and Program Resources Review (BPPR). The BPPR is usually not yet approved but is the best guidance available at the time of budget preparation. Column F is APF shortfall compensated by NAF. When the expected APF is smaller than the authorized, you must decide if you will pay the difference with NAF funds or leave the requirement as unfinanced. APF authorized but unfunded requirements that will be paid by NAF will be placed in this column. Column G is the NAF annual operating budget. This should equal columns D (NAF authorized) plus column F (APF shortfall compensated by NAF). Column H is unfinanced APF which are the authorized APF requirements which will <u>not</u> be paid by NAF. Column I is unfinanced NAF which are the unfunded authorized NAF requirements. Form 2 column G must equal the consolidated program code AOB.

APPENDIX C — ANNUAL OPERATING BUDGET (AOB) (DA FORM 5318-E)

The annual operating budget is the projected plan of operation for all activities for the fiscal year. The format is designed to compliment the NAF accounting structure so that actual and budgeted results of operations may be easily compared. The annual operating budget, unlike the five-year plan and APF/NAF synchronization budget, is broken out by month.

The budget is a consolidation of many segments of operations. Each program has a program code, location code, and department code. The program code is a two letter code which designates the activity, i.e., bowling. Program codes are provided in table G-3, AR 215-1. The location code is a two digit, letter or number, which is assigned by the installation. The department code is a two digit letter/number and is provided in table G-4, AR 215-1.

A separate budget will be prepared for each department of a location. Department budgets are for the use of the installation to track income and expense of a certain area of operation, i.e., dining room, pro shop, administration. All departments of a location are consolidated into <u>a location budget</u>. If there is more than one location of a program, i.e., two officers' clubs, two bowling centers, <u>then locations will be combined into a consolidated program code</u>. All program codes will be <u>consolidated into an IMWRF annual operating budget</u>.

Form 2 is the basis for building the AOB. The data is all there, it is just a matter of transferring to the AOB form. You may want to use another spreadsheet to break the total into months. Some things to consider are seasonal trends, holidays and installation wide special events.

APPENDIX D — CAPITAL PURCHASES AND MINOR CONSTRUCTION BUDGET (CPMC)

This budget portrays all capital items to be purchased and all minor construction planned during the next two fiscal years for APF and NAF. A separate listing will be prepared for the budget year plus the first outyear. This includes all NAF individual items, bulk purchase of like items and minor construction projects which cost between $1,000 and $500,000. It should also include acquisitions over $500,000 which do not involve construction, such as bulk purchase of like items or single projects such as a telephone system. NAF maintenance and repair costing $2,500 or over should also be included since it can be capitalized.

All appropriated fund expenditures for furniture, fixtures, equipment and minor construction over $15,000 should also be included. The reporting of APF items/projects portrays the integrated capital improvement plan for the fund.

As the CPMC budget is being prepared, part of the current fiscal year having elapsed, it is important to review the current year progress in executing the CPMC plan. What remains to be executed, changing priorities, cost estimate changes and what projects remain to be executed in the coming months needs to be examined. Remember, current year CPMC projects not in progress (contracts awarded) are cancelled at the end of the fiscal year. If the project is still valid, it must be submitted as a new project and be approved. Those in progress but not completed, must be carried over (uncompleted portion only) to the new <u>budget</u> year. If there is the least doubt about their completion in the current year, carry them forward.

When preparing the CPMC requirements, the program manager should review the current NAF fixed asset inventory. He/she must determine what furniture/equipment needs replacing and identify new items needed to implement a program.

The manager should prioritize items being submitted for the program. The division chief should prioritize all items/construction being submitted for the division. The ADCFA should prioritize all items/minor construction for the IMWRF. The CPMC budget should be reviewed by the IMWRF council and submitted to the installation commander for final decision.

APPENDIX E CASH BUDGET (DA FORM 5322-E)

The cash budget is a projection of the fund's cash position, by month, for the budget year.

You must estimate the beginning cash balance as of 30 September of the current year. One method of doing this is to take the latest financial statement, add the net income before depreciation from the current budget for the remaining months of the fiscal year and subtract fixed asset sinking fund transfers for the remaining months. The net income before depreciation is taken straight off the AOB. Decreases in normal levels of receivables, inventory and prepaid expenses should not be used unless significant decreases will occur. If a facility is being closed, then you may want to use this line to show the decrease in inventory.

Increases in normal levels of payables, all other liabilities, may be used for seasonal variations in these accounts, i.e., prepayment of dues, but again should not be used unless significant increases occur.

Increases in normal levels of receivables, inventory and prepaid expenses is the reverse effect of the examples cited above and should not be used unless significant increases occur. This also applies to decreases in normal levels of payables and all other liabilities.

Transfers to the fixed asset sinking fund (FASF) are taken off the financing NAF major construction, schedule 3, minimum FASF transfer worksheet.

You must estimate the beginning FASF balance. A suggested method of doing this is to take the FASF balance from the latest financial statement. Add the transfers for the rest of the current year and then subtract all CPMC and major construction payments to be made before the end of the fiscal year.

All CPMC projects (both purchase and minor construction), carry over projects and major construction payments are to be reported under the uses" rows. These are taken from the CPMC budget and financing NAF major construction schedules.

<u>This budget must match the AOB, the CPMC budget, and the Financing NAF Major Construction budget.</u>

APPENDIX F FINANCING NAF MAJOR CONSTRUCTION SCHEDULES

Long range construction/renovations of $500,000 and over are reported on these schedules. It takes a considerable amount of planning and coordination, i.e., DEH, MACOM, DA, Congress to bring a project to the point of implementation. These schedules define, in dollars, the scope of the project, amount needed and time frame of cash outlay.

Schedule #1 brings together all major construction projects, sources of funding, and furniture, fixtures and equipment (FFE) required.

Column a is the title and year of the project.
Column b is the total project cost. It is normally 110 percent of the DD Form 1391 construction cost as the 1391 estimate does not include design costs.
Column c is the mandatory installation contribution for the project and is a minimum of 10 percent of the amount in column b.
Column d is the remaining construction amount, including associated cost. This is the maximum amount funded by the Army Morale, Welfare and Recreation Fund (DA).
Column e is the NAF cost of furnishing the facility. It includes all NAF FFE which is not installed as part of the building and included in the construction cost. Do not include supplies such as china, glassware, nor anything which is not capitalized as a fixed asset. The installation is responsible for paying actual FFE costs.
Column f is the cost of the entire project, including capitalized equipment.
Column g is the installation contribution which includes the mandatory installation contribution and the FFE costs.
Column h is the DA funded contribution.

Schedule #2a shows the year and amount the installation's contribution is made.

Schedule #2b shows the year and amount the FFE is to be executed.

Schedule #3, Minimum FASF Transfer Worksheet, includes all CPMC, major construction contribution and FFE for major construction for the five budget years. This schedule indicates how much money has to be transferred into the FASF to finance the CPMC and major construction projects.

Schedule #4 is used to compare the reasonableness of operating budget projections to past actual result.

Schedule #5 is used to compare the reasonableness of CPMC budget projections to past actual CPMC accomplishment.

APPENDIX G FIVE-YEAR CASH PROJECTION

These projections (summarized and detailed) are the last to be completed. These projections will provide the necessary information for applying cash to the budget year NAF major construction projects, as well as portraying the cash posture of the IMWRF in the outyears. **The data entered on these worksheets must match the five year plan, AOB, CPMC, Cash Budget and major construction schedules.** If in any year, there is a negative ending balance, either available operating cash or FASF balance, then the installation does not have enough cash to finance the CPMC and NAF major construction budgets. These must be reviewed and decisions made as to which projects are to be funded. Recommendations from the ADCFA and IMWRF council should be forwarded to the installation commander for final decision.

Note: detailed instructions for completing all forms, by line number, are contained in AR 215-1, chapter 19.

CUSTOMER SERVICE - A CODE TO LIVE BY

To the Manager

Quality customer service is a code we must all live by. The customer is the reason for our business and without the customer, we soon go out of business. Human nature dictates that each person be treated in a friendly, courteous and helpful manner. We've all heard this but the thoughts are well worth repeating.

- The customer is the most important person entering your facility.
- The customer is not an interruption of your work, but a reason for your work.
- The customer is entitled to your help. A customer is not a cold statistic.
- A customer is a flesh and blood human being with needs like your own.
- A customer brings real needs to your activity and it is your job to help as expeditiously and courteously as possible.

First Impressions Count

Probably the first thing a customer notices when he or she enters your facility is the foyer, anteroom or reception area. What impression does the customer get? Is the area cluttered with merchandise, coffee cups, ash trays, newspapers, and other items too numerous to mention? Or does it give the impression of simplicity, cleanliness and orderliness?

As a member of a facility staff, you should greet every person as they enter. If you do not know the customers, then it is especially important to make them feel welcome. Make it a point to learn the names of all regular and occasional customers.

A survey by businesses to determine "Where did the customer go?"" showed that 1 percent died, 3 percent moved away, 12 percent went to find a cheaper price, 14 percent did not return because of unanswered complaints (this 14 percent can be added to the 70 percent that did not return because of a lack of interest or identified a problem on the part of the seller). Is it possible that customer service staff, collectively, are partly responsible?

a. Customers do not want to listen to you gripe about personal problems or problems in the facility. Be cheerful, considerate, and courteous. Remember, you are not doing the customers a favor" by serving them.

b. Dress neatly. Your personal appearance adds to the overall image of the facility and consciously or unconsciously, affects the customer's attitude toward you.

c. Don't keep the customer waiting for you to return from the restroom or other points in the facility. If you leave the area, make sure you have a replacement.

HELP BY SEEING

There are several techniques which will help you observe more at a faster rate. When you develop better powers of observation, you'll enjoy your job more because you'll be seeing the things that help make your job easier, more interesting and more stimulating. Make up your mind to be a better observer, and then learn and practice the skills necessary to become effective.

1. <u>See with a purpose</u>. Develop checkpoints for every phase of your job. Know what to look for. Check for signs of questioning, problems, irritation, confusion, dismay and then do something about them. Check for accuracy and completeness in every detail of your job.

2. <u>Stay alert</u>! Avoid preoccupation by clearing your mind and focusing attention on the customer you are serving or the job you are doing. Practice shutting out unnecessary distractions. Increase your ability to concentrate. When you are alert, you'll observe many ways to improve your service.

3. <u>React to what you see</u>. To "see" with your mind, learn to analyze what you see. Ask yourself: Is this the way things should be? Is this an opportunity to do it better or faster? What action should I take?" To see with your feelings, put yourself in the other person's shoes. Think how an error may inconvenience a customer or cause extra work for other employees. In observing customers, teach yourself to react to their needs, their moods and the opportunities to serve them better.

4. <u>Remember what you see</u>!
   a. Very often, we don't remember what we see. We might just as well not see at all. Consequently, we don't do anything as a result of what we see.
   b. Not everything is worth remembering. Your responsibility is to decide what is important and what is not. To remem-

ber the important things, try concentrating on the main point. That will help you remember. Whenever possible, jot down a brief note on things you want to remember. Writing it down will help you recall it.

c. There are times when we become so accustomed to seeing people and things, that we don't really see them at all. We look at them, but our observations are dulled by repetition. This robs us of the chance to see changes that should be made. It deprives us of the chance to render that extra bit of service.

5. Keep a fresh approach. No matter how familiar the surroundings, try to take a new look every day. Put yourself in the customer's shoes and ask, "what would they see?" Even with routine details, take a new look each time. Remind yourself to look at the differences in customers which offer you opportunities to personalize your service. Be aware of the changes which take place in all things and all people. Be ready to act as needed when you see the opportunity.

GOOD LISTENING

There are at least four obstacles to better listening. Each of us must be alert to prevent any of these barriers from hindering our personal listening effectiveness.

1. Listening without thinking. Our ears are turned on," but our minds are not tuned in." We are not evaluating what is being said, nor are we searching for the main point.

2. Pre-judgment or prejudice. Hastily formed opinions or previously held opinions or attitudes toward a person or situation may affect your reaction to what someone is saying.

3. Distraction or pressure. Distraction or pressure can reduce listening effectiveness by causing your attention to wander away from what your customer is saying.

4. Lack of interest. Lack of interest can arise from a variety of sources including boredom and fatigue.

Better listening can be developed with these five important points:

1. Get ready to listen. Know why you're listening and determine what is being said. You'll get better and faster results when you figure out why the speaker is talking to you. Physically adjust your attention and thinking to the speaker. Switch over from developing your own thoughts to concentrating on getting ideas and facts from the other person. Your interest will be sensed at once and be appreciated.

2. Listen with your mind tuned in. Concentrate on what the other person is saying. Listen for main ideas and facts. Listen to your customer's problem or request, and then solve it if you can, or else refer him to another person.

3. Listen with your eyes. You can "fill in between the lines" by maintaining good eye contact as you listen. Many times a person's actions or expressions will help convey the meaning or purpose more clearly.

4. Listen responsively. Smile, frown, look quizzical, or nod assent as you listen. Ask questions to clarify something your customer has said or to find out what hasn't actually been expressed.

5. Take notes. In "listening situations, especially when talking to customers, keep a scratch pad handy for taking notes. Don't trust your memory.

Better listening pays big dividends because it can help you in at least five ways.

1. You'll learn more. You'll become more informed about areas of interest or importance to you.

2. You'll increase your job skills and effectiveness. This is an excellent way to achieve the personal development you are seeking.

3. You'll develop your personality. You'll become a more interesting person--a person people like to talk to and be with.

4. You'll find that more people like you because you know how to

pay them an important compliment--the compliment of being interested in what they say.

5. You'll discover new and fascinating things about the world you live in. You'll find ideas for new interests and activities which will make your own life more pleasant and meaningful.

HELP BY TALKING

The art of communication is the passing of information between persons with understanding and involves seeing, listening and talking. Seeing and listening enables one to gather, judge, and measure information as well as determine whether the message is understood. Talking is the most common method of transmittal. The following guidelines may be helpful in talking more effectively and efficiently.

1. Know your subject. Avoid getting out on a limb where you are guessing at facts instead of knowing them. There is nothing wrong with saying I don't know, but I'll find out for you." People not only understand but will respect that person.

2. Know ahead of time. If possible, plan what you are going to say before you speak. When using the telephone, a few notes can help ensure that you cover every point in the correct order. Even in conversation, a quick mental plan of what you are going to say first, second, and so on, will help you in getting across your message concisely and strongly.

3. Speak in simple terms and phrases. Talking is not writing, just as listening is not reading. People can read fancier messages better than they can listen because they can go their own speed and back up when they miss something. When you lose your listeners because something is unclear at one point, you lose them for the rest of what you are saying. Watch television newscasters in action. They often have complicated things to talk about, but the words are simple and the sentences are short.

4. Put it in your own words. Everyone has an individual way of speaking and quite often, what someone else writes down is hard for another to say out loud. As long as you check to ensure that no information is omitted, putting a message or an announcement in your own words will make you feel more comfortable saying it. When you are at ease, you will find that your listener will understand your message more readily.

5. Ask questions. Whenever the situation allows, simple questions enable you to get the feedback that is vital in two-way communications.

THE VOICE THAT SMILES

Build an image of your facility with a Voice that Smiles." Pleasantness is contagious.

Every time you receive or make a telephone call or announcement over the PA system, you represent the facility to the person at the other end of the line. The facility is judged by your voice and by what is said and how it is said. Customers will enjoy dealing with you if your voice is warm and friendly and if you are courteous and tactful. Indeed, your voice is the badge of your personality. Five elements which comprise your voice are as follows:

1. The speed of your voice. Voice speed refers to the rate of delivery which is best suited to a person's style of speaking. Talking too fast causes words to slur together, resulting in misunderstanding and difficult listening. Talking too slow causes irritation to your customers. They probably feel like shouting, "Hurry up!"" Talking too slowly can result in cluttering your speech with nerve-wracking elements such as a-a-ah," er-er-uh," and other indications of mixed-up thoughts which make listening difficult and unpleasant.

2. The modulation or tone of your voice. A pleasing combination of high and low tones in a person's speaking voice conveys warmth and friendliness. Use a normal tone of voice, neither too high nor too low, but avoid a monotone. Varying the tone of your voice will bring out the meaning of sentences and add color and vitality to what you say. A voice that is too high causes irritation and loss of warmth. It can also convey nervousness and quickly prove tiring to the speaker and the listener. A voice that is too low is usually gruff and difficult to hear and causes a loss of understanding and often antagonism.

3. The impression given by language and enthusiasm used. Your voice should give the impression that you are wide-awake, alert, and interested in the person to whom you are talking. Use simple, straightforward language. Avoid repetition of mechanical words or phrases, particularly technical terms or slang.

4. The level of volume used. Changing the level of volume in your voice will help put emphasis on the important parts of your sentences and will add meaning to your statements. Avoid a monotone. A voice that is too soft indicates a lack of confidence and is either not understood or results in requests for repeating what you said. A voice that is too loud creates tension and ill will, and results in a loss of that feeling of pleasantness.

5. The expressiveness indicated by your voice. Speak clearly and distinctly. Move the lips, tongue and jaw freely. Talk to your audience. The use of emphasis, pauses, phrasing, and change-of-pace will ensure good understanding.

HANDLING COMPLAINTS

An expressed complaint is that which causes a customer displeasure or dissatisfaction and is registered as a complaint verbally to you or another employee. An expressed complaint is easier to cope with than a non-expressed complaint. A person will inform you of an expressed complaint even if you don't notice the problem.

An uncommunicated complaint causes a customer some displeasure or dissatisfaction, but is not expressed verbally to an employee of the facility. Customers who have "uncommunicated complaints are reluctant to criticize and may not tell you about the problem. They may just walk away and never return, perhaps because of an impression that you give poor service or an impression that you just don't care. You must look for signs of annoyance. Often, by applying tuned-in listening techniques, a complaint can be determined by what a customer says or, more importantly, what is not said. A tone of voice, a facial expression, a gesture--all of these might give you a sign that all is not well.

Some complaints may not be your fault. They arise because of action or lack of action on the part of another employee. Conditions or installation policies and procedures may cause complaints. You may not have control over these, but action should be taken in all cases.

You will encounter complaints almost daily. Where customer service, equipment, food and beverages are provided, complaints are inevitable. You should be constantly on your toes looking for them. You must look and listen for situations which cause dissatisfaction and eliminate as many annoyances as possible before they become complaints.

In the case of complaints, here is a plan for soothing the customer and restoring good humor.

1. Step One: Sincerely recognize the customers' rights to their opinions.
    a. They are not going to start thinking favorably of you or your facility until they feel their opinions are respected.
    b. Your respect for your customers will eventually lead to their respect for you.

2. Step Two: Draw out as many of the customers' opinions as possible.
    a. Let them talk; listen to the story.
    b. Be aware of the conditions which contribute to the complaint.
    c. Use your skills of observation and listening to find out what happened.
    d. In drawing out the customers' opinions you are letting them blow off steam and at the same time you are getting information to help you answer the true objection.

3. Step Three: Regain the customers' respect.
    a. Don't argue; you can win the argument and lose the customer.
    b. Don't try to pass the blame to someone else. Whoever is at fault doesn't matter--the person being dealt with is you.
    c. If you are wrong, admit and sincerely apologize.
    d. Even if you may not be able to change what happened, you can make the customer feel a lot better by letting them know you understand and are doing your best to help.

4. Step Four: Offer persuasive explanation.
    a. Within the range of policies and procedures, use your job know-how and understanding of customer behavior to decide on the best solution to the complaint.
    b. Don't jump in too soon with explanations. They will fall on deaf ears if the customer is still blowing off steam and is centered on his/her own emotions.
    c. Present your solution as a helpful suggestion. Point out the possible choices, but show why your suggestion seems to be your customer's next best step.
    d. Make sure you are answering the true complaint.

SUMMARY

Customer service is one of our most important jobs. We create an atmosphere through customer service which makes people want to return to our facilities. In the increasingly competitive world of providing leisure activities, customer service can be our edge over the competition!

EDITOR'S NOTE

Since this training brief was written, Headquarters Army Materiel Command (AMC) conducted customer service training. All AMC installations were offered the opportunity to attend the "Train the Trainer" sessions, with the idea that they will return to their installations to conduct their own customer service training programs. This is an ongoing process and refresher training courses should be conducted annually. If you require more information, please contact the marketing department at DSN 667-7428.

Standardized Recipes

To the Manager

The standardized recipe is the beginning of a great menu item. It gives the preparer a starting point, the desired end state and a means to get there. Recipes are derived in many ways. They can be old favorites that have been adjusted to suit the needs of an operation, customers may bring in their favorites so that others may enjoy them or perhaps even an error that turned out great. It is essential to the success of food and beverage operations that a file for menu items be developed and maintained.

Recipe Develop-ment

The development of these recipes may be done without a great deal of effort on a STANDARDIZED RECIPE/ITEM COST SHEET. All you need to do is respond to the title indicated on the column. A blank recipe/cost sheet has been included in this Training Brief (automated version is also available). When completed, the form will provide all the information necessary to turn out a quality item in the correct portions for the customer. It will also allow management the tool needed for proper portioning, effective cost control and proper methods for ordering food items for a given event. They will also assist in helping keep a realistic inventory.

Reasons for Using

Recipes will assist in maintaining a desired food cost by allowing you to prepare controlled amounts. It will also allow you to respond quickly to raw food price changes enabling you to adjust prices and maintain a desired food cost. This is because you know exactly what each items costs you to produce.

Another advantage of maintaining a standardized recipe file is that it allows less experienced production personnel the opportunity of preparing items with limited supervision. This will permit more experienced personnel to be used in other areas. Maintaining and using standardized recipes will eliminate the "I'm the only one that can do that" statement by a less than team player.

The use of standardized recipes is good businesslike management. Standardized recipes, when followed, will develop a consistent product that customers come to depend on. This makes for repeat business. It will also encourage satisfied customers to tell others how "good" things are at a particular operation.

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An HQ AMC Publication

RECIPE FILE

Three copies of each recipe should be maintained:

1. The master file in the manager's office. Printed copy or on disk.
2. One in the production manager's office. Printed copy or on disk.
3. One easily accessible to production personnel for daily use. These should be printed copies enclosed in plastic so they can be reused as required.

Encourage your production personnel to follow the standardized recipes and note when changes are made.

AUTOMATED FILE

Software is readily available, at a reasonable cost from commercial software dealers. It is also very easy to operate. You will be able to add your own recipes to the computer file and build up or breakdown the recipes as required. If you have questions regarding standardized recipes or the automated recipe file, contact HQ AMC, Community Morale Services Branch, Food & Beverage Specialist, DSN 284-3798. Recipes are available by accessing Operations and then Cookbook on the MWR menu for remote users.

Recipe Cost Data Worksheet

[1]Recipe for: *Lasagna Neapolitan*	[2]Recipe # *A221-9826*	[3]Suggested Price *$2.05* -COGS @ *40.0%* *0.82* =Gross Profit *1.23*

[4]Yield Unit	[5]Yield Quantity	[6]Portion Size	[7]# Ptns	[8]Updated
12 X 20" Pan	*1*	*8 oz*	*32*	*19 Dec 94*

[9]Ingredient	[10]PU	[11]COST	[12]PS	[13]CU:PU	[14]U C	[15]QTY	[16]EXT
Ricotta Cheese	*lb*	*1.89*	*lb*	*1*	*1.89*	*4*	*7.56*
Parmesan Cheese	*lb*	*1.95*	*lb*	*1*	*1.95*	*1*	*1.95*
Italian Sausage	*lb*	*1.98*	*lb*	*1*	*1.98*	*2*	*3.96*
Italian Meat Sauce	*gal*	*3.85*	*gal*	*1*	*3.85*	*1*	*3.85*
Lasagna Noodles	*lb*	*0.50*	*lb*	*1*	*0.50*	*4*	*2.00*
Eggs, whole	*dz*	*0.84*	*ea*	*12*	*0.07*	*8*	*0.56*
Mozarella Cheese Slices	*lb*	*1.97*	*lb*	*1*	*1.97*	*2*	*3.94*
Salt	*lb*		*tsp*			*4*	
Black Pepper	*lb*		*tsp*			*2*	
Basil Leaf	*bx*		*tsp*			*2*	
Oregano, whole	*bx*		*tsp*			*1*	

[17]Cost of Goods Sold: $ *0.82* at *39.0%*	[18]Subtotal *$23.8200*
[19]Desired Gross Profit: $ *1.25*	[20]Condiment Cost @ *10.0%* *$2.3820*
[21]Desired Price: $ *2.10*	[22]Total Cost *$26.2020*

RECIPE COST DATA WORKSHEET INSTRUCTIONS

1. RECIPE FOR - Name of the recipe being used to produce the menu item. The menu item is the name of the item as listed on the menu.

2. RECIPE # - Reference the number of the standardized recipe maintained on file. For use with automated template, ensure that an apostrophe (') left justified label prefix, is the first character in the cell. If not the Number will be displayed as "***."

3. SUGGESTED PRICE - The portion cost divided by the desired cost of goods (COG) percentage, then rounded up to the nearest five cents.

4. YIELD UNIT - Unit of measure on which total recipe quantity is based, for example, one - 12 X 20 Pan.

5. YIELD QUANTITY - The number of portions the recipe will yield if served correctly.

6. PORTION SIZE - The size of the portion to be served that will maintain the desired food cost.

7. NUMBER OF PORTIONS - The number of servings the recipe makes when the recipe is followed and correct size portions are served.

8. UPDATE - Initial preparation date or last update of the Data Worksheet.

9. INGREDIENT - List of ingredients in the recipe.

10. PU (Purchased Unit) - Unit size of ingredient as it is purchased.

11. COST - Amount paid for each purchased unit (PU).

12. PS (Pricing Size) - Size (measure) of product as used in the recipe.

13. CU:PU - Unit of measure on which recipe cost is based.

14. UC (Unit Cost) - Cost of the purchased unit (PU) divided by the number of cost units per purchased unit (CU:PU). Example: butter bought by the pound and costed by the ounce would have 16 costing units per purchasing units (CU:PU).

15. QTY (Quantity) - The number of pricing size units of an ingredient in the recipe. Two decimals are used to allow for decimal entry of fractions such as 1/4 (0.25).

16. EXT (Extension) - Result of quantity multiplied by unit cost.

17. COST OF GOODS SOLD - Portion cost divided by recommended selling price.

18. SUBTOTAL - Total of extended ingredient cost.

19. DESIRED GROSS PROFIT - The amount retained from the selling price (contribution margin) after the cost of goods has been paid.

20. CONDIMENT COST - The percentage added to the selling price to cover the cost of condiments, napkins, etc.

21. DESIRED PRICE - The total amount charged for each portion that maintains the desired COG percentage.

22. TOTAL COST - Total cost of all ingredient costs and condiments.

Recipe Cost Data Worksheet

Recipe for:	Recipe #	Suggested Price $ -COGS @ % $ =Gross Profit $

Yield Unit	Yield Quantity	Portion Size	# Ptns	Updated

Ingredient	PU	COST	PS	CU:PU	U C	QTY	EXT

Cost of Goods Sold: $ at %	Subtotal $
Desired Gross Profit: $	Condiment Cost @ % $
Desired Price: $	Total Cost $

CENTRALIZED REGISTRATION...
A CUSTOMER FRIENDLY SYSTEM

TO THE MANAGER

The moment of truth! We only have a few opportunities during business transactions with our customers to make a positive impression. Registration is one of the first contacts we have with our participants. What they think of MWR programs is often conceived during the registration process. Unfortunately, many times we place obstacles in front of our customers which turn them off. Sometimes forever.

As more demands are placed on our customers' time and resources, we must develop convenient ways for them to use our services. Currently, we expect everyone that wishes to participate in a team sport, skill development class, tour, or special event to trudge to the sponsoring activity and sign up. This means Mom may have to go to Youth Services to sign up Junior for softball, the Outdoor Recreation Center to register Sis for tennis lessons, the Arts and Crafts center for her ceramics class, and to the Gym to register Dad for aerobics. Each transaction requires payment, receipt, schedule, DAR, plus a parking place, customer interaction, and lots of time.

There is a more businesslike way to register participants. Create a "one stop shopping" centralized service.

While this may be a new concept for the Army, it is not new to adult education or leisure services. At a typical adult education center, one will find a course catalog with descriptions of the courses and information on how to register, usually at one location. Our counterparts in the municipal/county leisure services generally conduct registration in a similar manner. They publish brochures on a quarterly basis and conduct registration at a central location by mail, walk in, or phone. Other examples of central registration operations exist at colleges or universities.

THE CONCEPT

The concept is simple. Establish one location where people can sign up for all community and family activities in person, by mail or phone. This does not mean we have to cut our program managers, instructors or coaches out of the registration or decision making process. We still want them involved, participating, and actively making decisions. However, what we need is a more efficient registration process that encourages better program planning, enhances publicity and makes life easier for our customers. The following information describes how this can be done.

THE FIRST STEP...GETTING INFORMATION TO THE CUSTOMER

Many organizations find the publication of program brochures on a quarterly basis very effective. The brochures typically contain information on activities to be conducted during a six to twelve week time period. The brochures are distributed two or three weeks prior to the first program. They are supplemented with booklets, flyers, marquees, newspaper ads, etc. The quarterly brochure allows customers to select activities in advance and budget the required time and money for the program.

This strategy encourages our managers to plan activities in advance. Traditionally, these brochures include comprehensive registration information and registration forms (include at least two forms..example in back of training brief). Most large county or municipal Recreation and Parks Departments publish this type of brochure, which may be obtained locally and used as an example. For additional information on designing brochures, one should purchase the booklet, "Designing Brochures For Results" by Linda G. Leffel. This is available from L.E.R.N., P.O. Box 1441, Manhattan, Kansas 66502 or call (913) 539-LERN.

PULLING IT TOGETHER

Management must require all program directors to submit program specifics well in advance of publication of the quarterly brochure. The information should include name/title of activity (be innovative), narrative description (make it sound fun), location, time, who may participate, cost, name of the instructor/coach, and special materials or equipment needed. More information on methods to develop program costs and participant fees is located at the end of this training brief. The installation marketing specialist or other professional advice should be sought in brochure design and layout.

THE SYSTEM

The system includes methods of collecting registration information, which may include automation, manual, call in, write in or walk in. Let's go over each component separately:

Automation: The optimum system would have all activities linked on a local area network. The activity proponent would send all program information, to include the number of primary spaces and standby spaces to the central registration activity. Upon the receipt of a participant's information, the registration center would electronically send the data to the sponsoring activity. Also, program rosters could be automatically developed and given to facility managers, instructors or coaches.

Manual: For organizations registering less than five thousand participants per year, a manual system works well. It requires simple record keeping and organization. Communication is critical to keep the activity manager and instructors informed about the status of programs and number of participants for each activity.

Call in: This may be one of the most popular methods of registration. We are in the era of catalog and TV sales, which require people to telephone their orders. Call in registration is no different. The method of payment to confirm registration is a local decision.

Write in: This option requires filling out the registration forms located in the program brochure or other media. This is the most efficient method of registration. It allows staff to process forms during slow times and reduces busy phone frustrations.

Walk in: This is the golden opportunity. We are able to personally help our customer and have the opportunity to expose them to the other products and services offered. We may not always be able to sell a tour at the same time a person signs up for aerobics, but we are able to make them aware of the opportunity and possibly gain future business.

LOCATION

There are many convenient locations on an installation to conduct a centralized registration program. The more centralized or close to other commercial establishments the better. Locate in a high traffic area. Consider locating near the PX, Commissary, Bank, etc.

Off-Site: Many program providers find that conducting off-site registration several times during a season is productive. This is especially effective for large sports league registrations. Off site locations could include Youth Services, Club, Recreation Center, School, Library, PX, etc.

PROPONENT

The Information, Ticketing and Registration (ITR) Program should be conducting installation registration. The regulation 215-2 (6-65) clarifies the function of ITR registration, which is worth repeating here: "The ITR office should operate as additional registration and advance sales outlet for all programs and events sponsored by MWR activities. Its function is to promote and support all MWR programs conducted on the installation. ITR service to other MWR activities does not prevent individual program activities, e.g., Recreation Centers, Entertainment, Arts and Crafts, from conducting their own registration. Central registration is a service to compensate for limitations resulting from reduced facility or inconvenient operating hours and out of the way locations. Consolidation of registration, and follow on administrative tasks will improve productivity by reducing the time activity operators spend accomplishing tasks not related to conducting programs.

ITR management and staff must coordinate closely with individual program managers to ensure registration is in accordance with each individual program SOP and that customer inquiries are answered knowledgeably. Central sales and registration are not intended to increase earnings for the ITR. Income received by ITR as payment for other MWR activities will be recorded as revenue for the program the customer is patronizing, and will be so displayed in subsequent financial statements. As an example, tickets purchased for a community theater performance at ITR will not be shown as ITR income, but will be entirely reported as part of the entertainment program's sales income."

POLICY

Each command must establish policy for their registration system. Policy should be established for refunds, group discounts, minimum and maximum number of participants per program, late registration, stand-by lists, snow days, etc. Policy should be evaluated on a continuous basis to ensure customer satisfaction.

COORDINATION

Our goal is to direct as many customers to an installation centralized registration location. However, if customers find it more convenient to sign up for an activity at a facility, then by all means accommodate them. Make sure that each activity has a sufficient number of registration forms and that the registration SOP is followed irrespective of the registration location. The best way to determine that a program is not sold out is to call the central registration location to determine the number of people signed up for an activity. If spaces are still left, tell ITR that you are going to sign a person up and have them reflect that on the master program roster. With simple coordination, programs will never be over-booked.

KIS: KEEP IT SIMPLE

This is excellent advice for developing a registration system. Don't complicate the forms, procedures, brochures or methods. Don't ask for information that is not needed. If you do not need a social security number don't ask for it. People want simple, direct, uncluttered methods for conducting business.

KIP: KEEP IT POSITIVE

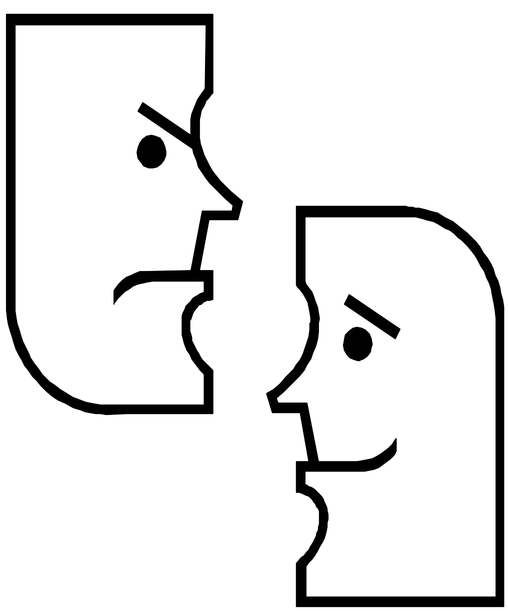
Many times we drift into less than positive ways of educating our participants or offering direction on how to accomplish a task. In designing your communication media, please keep your thoughts positive. See if you obtain a different feel by reading the examples of positive and negative communication on the following page.

NEGATIVE

To register by mail, you must fill out the enclosed form and mail it with your check, money order, or charge card number to ITR, P.O. Box 123, Ft. AMC.

If you want to register by telephone, you can only do so with VISA or MasterCard. You must have your charge card number and expiration date ready before you call. You can only call between the hours of 0900 and 1800 Monday through Friday.

You can register in person at the ITR office the same hours as we accept telephone registration. When a class is canceled, you can't get a full refund. If you drop a program, you are not eligible for a refund.



POSITIVE

1. **MAIL**
   Just fill out the form and mail it with your check, money order or charge card number to ITR, P.O. Box 123, Ft. AMC.

2. **TELEPHONE**
   To register by phone call 555-1233 between 9 a.m. and 6 p.m. Monday through Friday, and 11 a.m. and 4 p.m. on Saturday. Please have your VISA or MasterCard number ready when you call.

3. **IN PERSON**
   Visit our ITR office at PX Square, between 9 a.m. and 6 p.m. Monday through Friday and 11 a.m. and 4 p.m. on Saturday.

4. **YOUR FIRST PROGRAM**
   After you register, you will receive a confirmation card in the mail with all necessary information - time, place, room/building number, and any special instructions. If you have any questions please call us at 555-1234.

5. **CANCELLATION**
   In the unlikely event your program is canceled, we will notify you by phone. You may transfer to another program or section or receive a full refund within two weeks of the cancellation.

6. **REFUNDS**
   Refunds are given for programs canceled by MWR. If you must withdraw from an activity before it begins, you can receive a credit voucher. It can be applied to any future program for a period of one year.

In the negative set of instructions, one has to read through all of the text to find out how to register. The tone of the copy is not friendly. Terms like "you must...", "if you want to...", and "you can only..." appear throughout the copy. Also, instructions are not as detailed as in the second set of instructions.

The positive example of registration information immediately tells the reader that there is more than one way to register and it emphasized the ease and convenience of registration. The potential can immediately determine which way is more appealing for him or her.[1]

STAFFING

Many ITRs are fully staffed and can handle the extra registration work load. They may welcome the extra traffic a registration system will generate, which will give them an opportunity to sell tickets, trips, etc. If one finds the extra workload is prohibitive, then a staffing analysis should be conducted in order to determine if employees can be transferred from an activity which is currently conducting extensive registrations, to ITR, thereby more fully utilizing personnel. Centralizing the registration function will cause work to be transferred from the activity to the central system. Along with this transfer of work, management may be able to transfer staff.

Another option may be to charge a small registration fee to offset the cost of hiring staff to handle the registration process. This fee can be built into the program cost so it is not perceived as an irritant to the customer.

INNOVATIONS

Consider collecting club membership dues and pre-paid annual greens fees at the centralized registration facility. Also, in the spirit of customer service, facilitate baby sitting services along with appropriate programs. Participants can pay for extra services they receive, such as baby sitting.

EVALUATION

Centralized registration is new to the Army. It will take time to perfect the system. Ask your customers to evaluate your progress. Surveys, suggestion boxes, asking questions and experiencing the system yourself will all pay dividends.

FEES AND CHARGES

Each Installation Commander is responsible for establishing local policy on fees and charges. This gives MWR staff the ability to recommend innovative ways to generate revenue. Traditionally, County/Municipal Recreation Departments charge individuals between $25.00-$75.00 for classes, programs, lessons or leagues. Naturally, type, length of time offered, special equipment required, and the availability of instructors/coaches represent factors to be considered in developing a price structure.

[1] Registration Techniques by Edward Dobmeyer, Learning Resources Network (LERN), P.O. Box 1448, Manhattan, Kansas 66502.

For more information on program planning, ideas, evaluation and break-even analysis, please read AMC Training Briefs 2, 6, 7, and 8.

It is strongly suggested that instructors be retained on a non-personal services contract and paid an hourly fee. An exception to this rule would be to use a percentage of the gross registration fee for specialized instruction such as golf classes, or for programs which will be severely restricted in the number of participants. Most instructors will work in the $10.00 to $20.00 an hour range, based on length of program, complexity, training required, etc. Check with your local Adult Education or Recreation and Parks Department to see what they are paying instructors.

The key to pricing programs is based on the number of participants one expects. Let's use a holiday crafts class as an example. If the class is to be offered for three, 2 hour sessions, we would plan for six instructor hours. If we pay the instructor $12.50 an hour, we have $75.00 in instruction costs. Another cost could be materials, which we may wish to include in the program registration fee. For our purposes, we'll say materials are $5.00 per person. Now let's look at our limiting factors, such as how many participants the instructor can effectively teach and how much space the crafts center can accommodate. For planning purposes, let's say the answer to both questions is 15 people. If we charge $25.00 per person for our program we will receive $375.00 for 15 people. Our costs are still $5.00 each for materials and $75.00 for the instructors fee, or $150. The fund will make $225.00 from this one activity with the optimum number of participants.

We need to determine the break-even point or the minimum number of participants we need to conduct the program.[2] In this case it would be four, which would generate $100.00 at our fee of $25.00 each. Of this, we must still pay our instructor $75.00 and $20.00 in materials. We have a remainder of $5.00, which won't even cover our registration costs.

Each command must determine the policy on the minimum number of participants they will accept in order to "make a program." Using this particular example, the recommended number would be 7 participants required to "make a program." Again, our calculations reveal a $75.00 instructor's fee and $35.00 for materials, which total $110. We receive $175, which leaves $65.00 for registration expenses and profit.

[2] For more information on break-even analysis, see AMC Training Brief #2.

Registration Form #_______

Please Print

Date: ___________

Name: ____ Date of Birth: ____________

Street Address: ____

City: __________________________________ State: ________ Zip: _____________

Phone: Home (   ) _____________________ Work (   ) _____________________

Emergency # (   ) ______________________ Contact:: _______________________

Please complete a separate form for each individual:

Program Name	Location	Date	Day	Time	Fee

Method of payment (please circle one): Cash Visa MasterCard Check

Signature: ____________________________ Guardian: __________________________

Office Use:

Date: _______________ Receipt # : _________________

Notes: ____

Better Opportunities for Single Soldiers

To the Manager

The Better Opportunities for Singles Soldiers (**BOSS**) program is designed to put the installation's single soldiers in touch with the Morale, Welfare and Recreation staff, to identify leisure needs and to improve the soldiers' Quality of Life (QoL). This training brief will explain the concept, benefits, process, requirements and funding necessary for an installation to host a **BOSS** workshop.

Background

In 1989, the Army's Community and Family Support Center (CFSC) launched the **BOSS** program as a way to meet the needs of single soldiers. The Army Chief of Staff stated that DA will be watching the **BOSS** program closely and reviewing the findings to ensure the single soldier is supported. The **BOSS** program has become so important, it is now a requirement within the Army Community of Excellence Award process.

Purpose

The purpose of the **BOSS** program is to bring together installation single soldiers and staff members overseeing QoL issues on the installation. The program is designed to provide input and feedback between the single or unaccompanied soldier, aged 18-25, and installation staff. The MWR staff is the primary catalyst to bring this interaction together, however, historically, QoL issues go beyond MWR. These other QoL issues will necessitate other members of installation staff to participate in the forum, and especially in the development of action plans and the outbrief. Through this three-way communication, single soldiers, installation staff and command share needs and opportunities. The objectives of the **BOSS** program are:

a. To identify QoL problems and needs pertaining to single/unaccompa nied soldiers living on the installation
b. To develop action plans through a **BOSS** Council, working with installation staff, to improve/correct QoL issues
c. To have an on-going process to maintain communications between single soldiers (**BOSS** Council), installation staff and the commander

Benefits

The **BOSS** workshop provides a forum for the exchange of information on QoL issues between both soldiers and installation staff. For single soldiers, **BOSS** provides an opportunity to express how they perceive their lives in the Army. It also lets them know that they are an important part of the total Army family. Staff personnel benefit by not having to second guess what soldiers want or need, and are able to provide better products and services to the soldier.

The **BOSS** program has been concerned mainly with soldiers' issues that affect his/her QoL. These cover areas that range from mail delivery and dining facility food, to off-post recreation opportunities. Examples of issues which surfaced in past workshops include:

a. hours of operation for installation facilities (MWR and AAFES)
b. condition of living quarters and freedom to personalize rooms
c. information flow from MWR to the single soldiers
d. day rooms where senior enlisted go to recruit "volunteers" for details, causing the junior enlisted to avoid it
e. no collective voice on installation committees (MWR advisory committees, quality of life council)
f. regulations/policies hampering operations
g. lack of resources
h. effectiveness of marketing/public relations
i. micro-management by supervisors

THE PROCESS

The **BOSS** workshop consists of a series of focus group-type discussions designed to get the single soldiers and installation staff to explore each other's points of view. Through this process everyone analyzes "how things work" and "how they affect," both the MWR customer and the MWR provider. Giving the soldiers direct input to the MWR staff and other installation staff members will ensure a process to a higher QoL. By working together, the MWR staff and the soldiers devise a plan of action to correct misconceptions and to provide for continual communication.

At the conclusion of the workshop, the soldiers organize a **BOSS** Committee, and with an MWR staff person as liaison, formulate and implement their own action plan to ensure the **BOSS** program remains on-going. This committee will be comprised of single soldiers who will elect officers, produce by-laws, and be responsible for running scheduled meetings. At these meetings, the group will determine their QoL needs and provide input to the appropriate installation point of contact.

REQUIREMENTS FOR A BOSS WORKSHOP

The support requirements for the workshop are:

1. Lodging:
   - One nights lodging
   - Off the installation; away from soldiers' military environment

- Single rooms for MACOM **BOSS** team, installation staff and soldiers

2. Meals required:
   - Two breakfasts
   - Two lunches
   - One dinner (can be included with social activity)
   - Water, coffee, and soda in workshop rooms during the day
   - Healthy snack (fruit) in the afternoon

3. Conference rooms (based on two day/one night workshops):
   - Two rooms each day (both 15-20 person rooms)
   - Tables and chairs set up in both rooms in a "U" shape
   - Table for the **BOSS** Team in front

4. Equipment:
   - 1 overhead projector and 1 screen on first day
   - 6-8 easels/flipcharts

5. Supplies:
   - 5 pads of paper
   - 25 pens
   - 6-8 sets of markers of different colors
   - 6 rolls of masking tape

6. Administrative Support:
   An administrative staff person is needed to support workshop requirements. This person must attend both days and come prepared to record each day's information.

7. Briefings:
   a. Soldier Brief: Approximately one week prior to the workshop, all the soldiers should be gathered at one location to ensure that:
      1. all the soldiers are there
      2. all the soldiers meet the qualifications
      3. that if soldiers are missing, units can be contacted the following day to find out why

   b. Inbrief: The **BOSS** team will inbrief the installation Command staff. One overhead projector and one screen will be needed. It is necessary that all staff members be present. Single soldiers selected for the workshop should not be present. Issues may arise concerning their operational areas, i.e., engineers, AAFES managers, etc.

c. Outbrief: The workshop will end with the soldiers conducting an outbrief of the workshop findings to the installation command staff. Ideally, this briefing should be held at the conference site. If a return to the installation is required, the outbrief should be held at the recreation center, community club or other suitable MWR activity. The atmosphere of the HQ building might not be conducive to the presentation.

8. Social Activity:
A social event should be a fun activity planned the night between the two days of the workshop. The purpose of the social event is two fold, (1) to reward the soldiers and staff for their hard work, and (2) to continue the teamwork in a casual/fun environment. It is important to consider local laws concerning age requirements when planning the social - you wouldn't go gambling if the minimum age is 21, and you have 18 year-old soldiers participating in the workshop. It is also important to make sure the staff is present for the social. If they leave, the group can break down into a we-they environment the morning of the second day.

9. Transportation:
Transportation for all the **BOSS** team, staff and soldiers to and from workshop site and social is required.

10. Participants:
The workshop requires 15 soldiers who meet the following criteria:
a. single or unaccompanied
b. 18-25 years old
c. able to communicate effectively
d. able to become, and stay involved
e. one year remaining at the installation

The group of soldiers chosen should represent the demographic make-up of the single soldier population.

It is essential that the CSM be actively involved in the selection process as the highest ranking enlisted person on the installation.

In addition to the MWR staff, the AAFES manager and a representative from the Engineering and Housing Directorate, Food Services and Commissary should be available the afternoon of the first day for the command brief. Some staff members need to be available on day three for issues concerning their program areas. The purpose of having these people attend is so that the representatives can hear the issues that affect their organizations so as to devise a solution to the problem before it becomes an issue.

All soldiers must be available throughout the workshop to ensure continuity.

11. After Action Report:
The results of the participants' input will be provided to the installation **BOSS** committee, Command representatives and the **BOSS** Team. Minutes of all **BOSS** Committee meetings are to be forwarded to the AMC **BOSS** coordinator.

BOSS workshops provide insight to installation staff on single soldier needs and should help staff plan to improve QoL. Even more importantly, it encourages single soldiers to be proactive by having them involved in the planning process. It is essential that this be an ongoing process.

APPLICATION PROCEDURE

During July of each fiscal year, HQ AMC will query the field to identify installations desiring a **BOSS** workshop. The request will be in the form of a memorandum from the installation to AMCPE-FM requesting a **BOSS** workshop and stating the month best suited for hosting a workshop. A prioritized list will then be submitted from AMC to the CFSC **BOSS** coordinator. Each installation will be notified by September as to its status, and selected installations will be scheduled as close to their identified time period as possible.

FUNDING

The CFSC **BOSS** Program Office provides funding for both the cost of the workshop ($3,000), and seed money (up to $10,000) for selected installations. Local funds will be used for workshop expenses and reimbursed when invoices are received by CFSC.

Seed money, while deposited into the IMWRF, is property of the **BOSS** Committee. All expenditures from this account must be approved, in writing, by the **BOSS** Committee. The IMWRF manager is responsible for ensuring that all transactions meet regulatory guidance. This account will roll-over each new fiscal year.

RECOMMENDED SCHEDULE OF EVENTS

Day One

12:00	Team arrives	
3:00-4:00	Command inbrief	
7:00-9:00	Assemble conference site/materials	

Day Two

8:00-8:40	Session 1:	Opening and Introduction
8:40-9:15	Session 2:	Overview of Workshop
9:15-10:00	Session 3:	What is **BOSS**?
10:00-10:15	Break	
10:15-11:15	Session 3:	(continued)
11:15-11:45	Session 4:	Brainstorming Barriers to Quality of Life On Post
11:45-12:45	Lunch	
12:45-1:15	Session 4:	(continued)
1:45-2:45	Session 5:	Define Scope of the Issue and Develop Recommendation
2:45-3:00	Break	
3:00-4:15	Session 5:	(continued)

Day Three

8:00-8:15	Session 6:	Opening of the Day
8:15-9:10	Session 7A:	Soldiers Identify Their Needs and Interests
	Session 7B:	Staff Introduction to Marketing
9:10-10:00	Session 8:	Soldiers Brief On Their Needs and Interests
10:00-10:15	Break	
10:15-11:45	Session 9:	Discussion of Key BOSS Management Topics
11:45-12:15	Session 10:	Action Plans
12:15-1:15	Lunch	
1:15-2:00	Session 10:	(continued)
2:00-3:15	Session 11:	Preparation for Command Outbrief
3:15-3:30	Break	
3:30-4:30	Session 12:	Command Outbrief
4:30-5:00	Session 13:	Closing and Evaluation

Single Source Buying...
A Cost Reducing Process for Food Service Operations

To the Manager

Any operating expense that is controlled by management can be improved by management. Improving foodservice operations is continuous and challenging. The single source/prime vendor buying concept is a program and tool that establishes minimum product quality standards, reduces cost of goods sold (COGS), eliminates functions associated with traditional purchasing methods and improves net income results.

The apprehension associated with relying on one main source of supply for a large percentage of product requirements is understandable. The comfort, security and loyalty that has developed between a foodservice business operation and current vendors is a result of confidence and friendship that has developed over time. These current providers of goods and services have become part of the business operation family. There may be an honest belief or perception that products can be purchased cheaper locally. However, this belief can only be proven by comparing identical product specifications and the prices offered by a single source supplier and a local vendor. The occasional specials offered by local vendors may provide a perception that all products are bargain priced. A single source/prime vendor supplier provides significant savings based on overall cost of goods offered and provides additional cost savings as they become available from manufacturers. A single source/prime vendor program can help meet the challenge to improve business processes and operating profits.

The Concept

Single source/prime vendor purchasing means buying 70-100 percent of food and foodservice related products from one supplier. The concept integrates consistent product quality standards, bulk purchase savings and reductions in operating expenses.

Establishing the Contract

A centralized contract for goods and services is developed at the corporate or headquarters level of an organization. The contract contains all the elements required by procurement (regulations and policies) and defines the responsibilities of the contractor and foodservice operations. The contract is designed to meet the needs of operating activities throughout the organization by identifying pricing structure and establishing minimum product quality standards, ordering procedures, delivery methods, applicable discounts, invoicing, payment terms and returns for credit, etc. The contract is awarded based on formal bid/negotiation among qualified suppliers interested in submitting a proposal.

MWR Serving America's Army
Training Brief No. 15
An HQ AMC Publication

Many foodservice suppliers will have the opportunity to submit a proposal. This competition among suppliers produces the opportunity for competitive prices and services that will be advantageous to business operations. The award of the contract is based on suppliers meeting the variety of conditions and requirements which are contained in the solicitation for bid. Upon award of the contract to a specified distributor/supplier, the contract must be read by all operating personnel involved with purchasing.

BENEFITS OF PRIME VENDORS/SINGLE SOURCE BUYING

A single source/prime vendor supplier can be your banker, warehouse and delivery company. Additionally, cost of goods sold can be improved, the need to maintain high stock levels of inventory can be eliminated and separate warehouse operations become unnecessary. Significant savings can result not only in foodservice operations, but also in procurement and administrative support areas that compare vendor prices, conduct inventories, and process purchase requests, invoices and delivery tickets, etc.

The vendor becomes your banker by selling products on credit. This allows a foodservice operation to sell the goods during the term of the extended credit and then pay with the income produced. This process eliminates encumbering significant dollar resources in inventory.

A single source/prime vendor becomes your warehouse and delivery company by stocking and delivering products that meet operating needs. The vendor incurs all expenses associated with warehousing to include delivering the goods to each operating location, stocking and inventory control functions and vehicle maintenance, repair and replacement. A twice a week vendor delivery to operating activities should, in most cases, reduce the amount of inventory stock on hand between deliveries, improve inventory turnover, reduce pilferage and theft by maintaining manageable stock levels, reduce potential waste caused by loss of shelf life/spoilage and reduce dollar resources encumbered in inventory.

To determine additional cost savings in the use of the single source/prime vendor purchasing process, foodservice operations should take into consideration the steps in the current purchasing process. The purchasing process for food and foodservice related items, under current methods, requires the preparation of a purchase request, a series of approvals prior to the procurement action, submission to the procurement section that in turn contacts various vendors for quotes and price comparisons and finally placement of the order. Foodservice operations purchasing from a single source/prime vendor supplier would eliminate preparation of a purchase request, time used in a procurement section for comparison shopping, and deliveries from many separate vendors. Certification of funds would be approved in advance (weekly, quarterly, etc.), and the number of invoices/ delivery slips to be processed would be reduced.

The use of a single source supplier can eliminate or reduce separate warehouse operations, warehouse personnel overhead, related procurement functions, the expense of maintenance and repair of vehicles, numerous supplier deliveries and all administrative processes of a warehouse operation. Warehousing of goods and suppliers results in encumbering dollar resources that may be more efficiently used in other areas of an operation/ organization.

COST OF GOODS IMPROVEMENT

Initially, an immediate improvement or reduction in cost of goods sold (COGS) may not occur. This is due in part to the establishment of minimum quality standards in products provided by the new supplier. It should be noted, however, that when comparing previous vendor costs with new prime vendor costs, the same products and specifications must be compared, i.e., Grade A Fancy Green Beans with Grade A Fancy Green Beans. Additionally, COGS savings can be fully realized using a single source supplier when product specifications, standard recipes, standard recipe cost sheets, production work sheets and inventory and portion controls are in place to support purchase cost savings.

DISCOUNTS

A supplier will continually pursue quantity discounts from various manufacturers. These discounts will be passed to business operations in the form of reduced prices. The quantity discounts provided by manufacturers to a supplier is normally based on the quantity of items purchased by the supplier from the manufacturer. Generally, exceeding a manufacturers' minimum purchases can result in increased discounts to the supplier and in turn lower prices to the business operations to receive lower prices on certain products than previously paid. Additionally, manufacturer rebates on certain products purchased by food service operations will normally be honored by manufacturers. Foodservice operations should continually assess their product needs to support obtaining manufacturer discounts.

A single source contract may provide for good, better, best product quality standards. Although minimum quality standards have been established with a supplier, if all contract participants used "better" and "best" and eliminated the need of the "good" product, the result would be an increase in purchasing better and best products by the supplier from the manufacturer. This increase would provide the opportunity for the supplier to increase purchases and to obtain additional discounts for the better and best products and pass the savings to business operations.

TRAINING

A prime vendor/single source contractor will provide training for contract participants. The training will include establishing points of contact at the contractor administrative offices for information and problem solving. Instruction will be provided for ordering procedures, developing product specifications, returning merchandise for credit and establishing delivery schedules. Periodically, seminars with organization and supplier representatives will be held regionally to discuss issues relating to problems that may exist. Additionally, time is allocated for product demonstrations. In lieu of seminars, videoconferences may be used for coordinating issues related to single source purchasing.

PRODUCT SUPPORT ASSISTANCE

Many suppliers can support food operations by providing assistance on the use of their products. This assistance is usually provided by the prime vendor/supplier or by the manufacturer directly. This support can consist of samples of certain products to instructions or demonstrations on the proper storage, preparation and use of their products.

Some manufacturers may consider developing special product specifications and packaging of products to meet operational and customer demands, i.e., special recipes, special portion control packaging, special labeling, etc.

It should be noted that special requirements from a manufacturer may affect the original contract and/or require special purchasing requirements. Any action that deviates from normal contract parameters should be coordinated with prime vendor/single source personnel at the Headquarters prior to any special request or action.

CONSISTENT QUALITY STANDARDS

A prime vendor/single source supplier will support business operation requirements by maintaining consistent minimum product quality standards and product specifications. Consistent quality standards and determinable specifications give the manger, chef, and purchasing agent information about the difference between high and low quality products, ensure that the vendor ships exactly the quality and quantity of products ordered and support customer expectations in menu selections. Accurate product specifications must be developed for all food and beverage resale items that influence menu planning, patron acceptability and satisfaction, and profits.

Standard recipes are supported by accurate product specifications and accurate product specifications are supported by standard recipes. The end result of quality standards is consistency in products and customer satisfaction.

NAME BRANDS

Suppliers/vendors sell name brand products that are normally promoted and available on a national or world wide basis. These quality products are usually promoted in all forms of media and are usually familiar to the public. Name brands offer instant recognition of quality products to current and future customers. Name brand recognition can enhance customer perception of quality in a business operation, i.e., Heinz Ketchup is quality product recognition. To enhance customer support for product requirements, vendors may establish their own house brands for a variety of products from green beans to paper products. These house brands can be an excellent primary item or an alternative source in the event a substitution product is necessary to meet operating requirements/specifications.

MENU ANALYSIS

A prime vendor may be in a position to perform menu analysis for food service operations. This analysis can provide management with an additional tool to identify selling and non-selling menu items. Menus can be revised/updated in a more timely manner with vendor menu analysis support.

CONCLUSION

This training brief is designed to support the use of prime vendor/single source purchasing. Installations participating in the current prime vendor contract may find the information contained in this training brief useful. Installations not purchasing through a prime vendor/single source can use this information to consider the advantages of improving their operations through streamlining the acquisition process by reducing the number of suppliers and their deliveries, eliminating unnecessary warehouse expenses including personnel costs, vehicle maintenance, repair and replacement and general administrative overhead. A significant consideration is determining the MWR dollar resources expended each month in warehouse operations that could be used to support customer programs.

This single source buying training brief can provide assistance and information to participants currently buying food and foodservice-related items through an existing single source purchasing contract. Additionally, this brief can help in making an informed decision whether or not to use prime vendor/single source buying to improve operating efficiency. This training brief is not an endorsement to use any particular supplier, but a tool to show that single source buying has distinct advantages which include overall savings in operating and administrative costs, significant improvements in the acquisition process, consistency in product quality, improvements to operating profits, and consistent customer satisfaction.

Commercial Sponsorship

To the Commercial Sponsorship Coordinator

The world of sponsorship may seem a bit overwhelming when you first start - but with the right set of instructions, a plan, and a good set of tools, you can make this task a lot more enjoyable and easier. This guide will assist you in learning the ins and outs of sponsorship to build a successful program.

Building a Solid Foundation

Building a sponsorship program is much like building a house. Every carpenter knows a house must first be built on a solid foundation. With sponsorship that means knowing the definition of it, and the regulations and guidelines you work within.

Definition

Commercial sponsorship is the act of providing assistance, i.e., funding, goods, equipment (including fixed assets), or services to an MWR program(s) or event(s) by an individual, agency, association, company or corporation or other entity (sponsor) for a specific (limited) period of time in return for public recognition or advertising promotions. Commercial Sponsorship is not the same as accepting donations, volunteer work, premiums, coupons or limited samples.

Policies

Policies are one of the first tools you'll need to construct your program. The regulations pertaining to commercial sponsorship are listed below and some are included in the Appendices beginning on page 6 of this document.

AR 600-50, Standards of Conduct
AR 215-1, 3-13 (k) and (w), Update 16
Updated Commercial Sponsorship policy *(Appendix 1, pages 6-10 of this document)*
Do's and Don'ts of Commercial Sponsorship *(Appendix 2, page 11 of this document)*

Building the Walls

Once a firm foundation has been laid, the next step in building our sponsorship "house" or program is building the four walls.

1. **Coordinating with Activity Managers**

Activity managers can be a tremendous asset in the planning stages. Their cooperation is essential in scheduling and event planning.

MWR Serving America's Army
Training Brief No. 16
An HQ AMC Publication

Ways you can explain sponsorship to activity managers include:

* Memorandum explaining sponsorship guidelines
* Sponsorship letter
* Sponsorship contract
* Sponsorship booklet
* Sponsorship mailer

Ways you can Promote Sponsorship within you Directorate:

* One on One meetings
* Town Hall meetings
* Staff meetings

Coordinate the MWR activity calendar with activity managers to ensure that no activities overlap. Work with the Chamber of Commerce to ensure there is no overlap with local events. Start with your biggest, most successful MWR events first to get your program off to a good start.

As the sponsorship coordinator, you may want to create a Marketing Support Request form (at Appendix 3, pg. 12) for activity managers to complete. The request should specify exactly the type of sponsorship required. It can also be used to initiate requests for posters, flyers, press releases, etc. This form should be completed at least 6 months prior to an event to ensure enough time to solicit and promote the sponsor.

2. **Coordinate with PAO, JAG, etc.**

Get to know your Public Affairs Officers and Legal Officers. Public Affairs is vital to promoting your event. Show the legal office a copy of blank sponsorship agreements in advance and get their comments up-front. A completed agreement can help speed up the process later.

3. **Soliciting Sponsors**

There are three steps to soliciting sponsors:

A. Identifying sponsors
B. Packaging the request
C. Negotiating the agreement

A. Identifying sponsors

The following checklist includes ways to locate sponsors:

1. At the reference library:

☐ Dun & Bradstreet - retrieve companies by Standard Industry Code (SIC), town, city, sales ranges, etc. Gives names, addresses, telephone numbers, etc.

☐ Million Dollar Directory - lists companies with sales over one million dollars, also includes subsidiaries.

2. Other sources:

☐ Chamber of Commerce - has lists and newsletter

☐ Local Organizations (i.e. Development Councils, Public Affairs and Marketing Association)

☐ Newspaper - Business and classified sections mention corporations that are expanding or hiring - perfect for potential sponsors

☐ Telephone Book - great for "Mom and Pop" companies

Some potential sponsors who have expressed an interest in the past are listed in Appendix 4, page 13.

B. Packaging the request

1. Create an interesting cover letter
    - ♦ The opening sentence should be an attention-getter
    - ♦ Personalize the letter
    - ♦ Tell the company what you would like them to do
    - ♦ Stress the benefits to the company
    - ♦ Thank the reader for their time and interest
    - ♦ Use soft sell not hard sell
    - ♦ Include a P.S. (Even though many people may not read the content of the letter, they will usually read the P.S. Put something in the P.S. that will entice them to want to go back and read the letter.)
2. Pick events that match the sponsor
3. Send the package to the sponsor just before their budgeting cycle - usually in the spring or fall for many companies
4. Solicitation package should include:
    - ♦ Fact sheet about your target population
    - ♦ Information on what makes your installation special
    - ♦ Fact sheet about your proposed event
    - ♦ Response card (prepaid postage increases responses)
    - ♦ Where the sponsor's dollars will go
    - ♦ Why the installation is asking for support
    - ♦ How the sponsor will be recognized
    - ♦ Support you are asking for
    - ♦ Sponsor benefits
    - ♦ Media Plan

An example of a letter announcing sponsorship opportunities is at Appendix 5, page 14 of this document.

C. Negotiating the Agreement

Always follow-up promptly with respondents. If the sponsor wants to propose something different than what was asked for in the sponsorship package, then make sure that the legal office concurs with the changes. Examples of things sponsors may request include:

* Being the only car dealership (or other company in an industry) at the event
* Competitors may not sponsor the same thing
* Extra photo opportunities
* Opportunities to meet top officials

What you can guarantee will depend on your installation. Coordinate with the legal office, PAO, other sponsors (if necessary) and possibly with the commander. Include what you have agreed to do in the sponsorship agreement *(sample included in Appendix 6, page 15)*.

Get the sponsorship agreement signed prior to the event. Make sure it gets countersigned by the fund manager (ADCFA, DPCA, DCFA) as well.

4. Managing the Event

* The big day has finally arrived. Deliver everything you promised to the sponsors.
* Make sure that last minute details of the event are completed.
* Consider videotaping the event or taking numerous photos. This not only serves as a record of the event, but also can be used as a sales tool for next year's events. It may also help you point out things that you would like to do differently next year.

FINISHING TOUCHES - PUTTING UP THE ROOF

The event is over, but you still have work to do. You should follow-up with after action reports, which can take several formats.

* **Thank you letters and gifts** - It is recommended that you follow-up with a sponsor to thank them for their support. Have your commander sign a thank you letter. Small gifts, such as plaques or photos, can make the sponsor feel special. Other ways to make sponsors feel special are to give tours of the post, rides in planes or tanks, or chances to shoot at the rifle range. In short, make the sponsor feel welcome. It will help you with continued sponsorship the next year.

* **Surveys** - Exist interviews are useful to sponsors. In an exit awareness survey, ask customers if they remember who sponsored the event, what kind of advertising they remember, etc. This type of information helps the sponsor justify future sponsorship, and helps you to direct your advertising.

* **After action marketing report** - *(Appendix 7, page 18)*
  - Use the activity managers to gauge marketing's support of the event.
  - Collect accurate statistics that will help sell and resell the event.
  - Use of videos and pictures helps determine what worked, and what didn't work with advertising signage.

The use of after action reports such as the above, help determine the strengths and weaknesses of the event, and new opportunities to improve the event in future years.

Congratulations! You have now completed sponsorship of an event and are well on your way towards turning your sponsorship program into a "dream house."

Note: Thanks to Joey Thornton, Liz Fitzsimmons, and Gail Earnest for their help in writing this publication.

(Retyped copy of memo.)

May 19, 1992

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF THE ARMY (MILITARY PERSONNEL MANAGEMENT AND EQUAL OPPORTUNITY POLICY)

SUBJECT: Morale, Welfare, and Recreation (MWR) Commercial Sponsorship

Our draft DoDD 1015.1 is being withheld from publication pending the results of our review of morale, welfare, and recreation. The results of this review may have a major impact on how we conduct MWR operations and, therefore, publishing DoDD 1015.1 at this time would be premature. However, policy memoranda will be issued for certain critical areas.

The purpose of this memorandum is to provide updated policy and to request information to assist the Services and OSD in the oversight of the commercial sponsorship of MWR events. The attached guidelines (Attachment 1) replace all previous policy issued by this office concerning commercial sponsorship.

Commercial sponsorship for MWR events has met with outstanding success. It has not only contributed to the enhanced quality of events but also in generating new revenues to support MWR programs. This success can be largely attributed to support MWR professionals in the Service headquarters and at local installations who have actively promoted sponsorship opportunities while closely adhering to the commercial sponsorship policy during its initial and developmental phases.

The attached information at Attachment 2 should be completed for the calendar year and submitted to the Deputy Assistant Secretary of Defense (PSF&E), Attention: Director, Personnel Support Policy and Services.

Calendar Year 1991 information should be submitted by July 1.

Millicent W. Woods
Deputy Assistant Secretary of Defense
Personnel Support, Families & Education)

Attachments:
As stated

APPENDIX I

COMMERCIAL SPONSORSHIP POLICY

A. GENERAL

1. Commercial sponsorship is the act of providing assistance, funding, goods, or services for an MWR event by an individual, agency, association, company or corporation or other entity (sponsor) for a specific (limited) period of time in return for public recognition or advertising promotions. Commercial sponsorship is either unsolicited or solicited and is authorized only for support of DoD MWR programs. It does not include volunteer work or activities or outright donations where no volunteer or donor recognition or acknowledgment is expected or required. This program does not include nor refer to those products and services that are considered gifts or donations nor those items considered to be premiums, coupons or limited samples. Any funds, products, services or items resulting from the commercial sponsorship programs will be used only within the MWR program.

2. Commercial sponsorship is authorized only if the installation has established standard procedures to ensure the following:

a. Education and training procedures are developed and administered to those individuals authorized to work with the commercial sponsorship program.

b. Obligations and entitlements of the sponsor and the MWR program are incorporated into a written agreement that shall be for a 1-year period or less. The period covered by the original agreement and any annual renewals will not exceed a total of 5 years. All agreements will receive a legal review.

c. Assistance provided is commensurate with the level of sponsorship offered.

d. Special concessions or favored treatment are not provided to sponsors, with the exception of public recognition and advertising entitlements addressed in the agreement. In addition, individuals or entities not providing sponsorship are not treated with disfavor or suffer any form of reprisal.

e. Appropriate disclaimers are required in any public recognition or advertising media since DoD does not endorse nor favor any commercial supplier, product, or service.

f. The contents of all public recognition and advertising media to be used by or for the sponsor, that refers to any part or program of DoD, are reviewed by the DoD components for consistence with DoD and component policies, and are otherwise appropriate under the agreement.

g. Agreements concerning television and radio broadcast rights to MWR events, and pre-event publicity related thereto, are entered into after coordination through the MACOM to DA, with OASD (PA) for DoD interservice events, or the public affairs office of the military component concerned where only one Military Department is involved.

h. Tobacco and alcoholic beverage (including beer) sponsorship is not solicited. If offered, sponsorship may be accepted only if unsolicited and not directed predominantly or exclusively at the military, provided a responsible use campaign and/or surgeon general's warning is part of the sponsorship.

i. The commercial sponsor certifies in writing that its costs of the sponsorship shall not be charged to any part of the Federal Government.

j. The installation shall maintain a record of all MWR sponsored events to include the sponsor's name and organization, the type and amount of the sponsor's assistance, funding, goods, or services provided and the disposition and use of that assistance, funding, goods, or services provided within the MWR programs.

3. Commercial sponsorship is authorized for MWR events at open houses only when specifically approved by the Service Secretary or his designated representative. Military open house programs are primarily public affairs activities. They are not intended as MWR events. This does not preclude MWR involvement in these events as long as generating MWR revenue does not become the primary objective. OSD approved service procedures and guidelines for MWR commercial sponsorship must be followed at open houses.

B. SOLICITED SPONSORSHIP

1. This sponsorship is specifically solicited on behalf of the MWR event from a potential sponsor willing to provide support for the mutual benefit of the sponsor and the MWR program.

2. Commercial sponsorship may be solicited only after submission of a proposed solicited commercial sponsorship implementation plan prescribing written procedures and guidelines in compliance with this memorandum to Department of the Assistant Secretary of Defense (Personnel Support Family * Education (DASD(PSF&E))). When approved by DASD(PSF&E), each component will use the implementation plan to develop and demonstrate competence in conducting the commercial sponsorship program. The component will provide an annual update on its program to DASD(PSF&E), Attention: Director, Personnel Support Policy and Services. The update will include the value of commercial sponsorship funding by solicited and unsolicited with a breakout for unsolicited alcohol and tobacco sponsorship.

3. Each component's procedures and guidelines will include requirements that solicited commercial sponsorship be based on principles similar to those that guide NAF contracting, e.g., competition, evaluation of offers, etc. Additionally:

a. Each installation authorized to accept solicited commercial sponsorship products and services, will designate the individual(s) by name who will work with this type of sponsorship.

b. Sponsors will be solicited competitively from an adequate number of known U.S. sources and generally limited to firms and organizations involved with consumer products. Where feasible, announcements of solicitations will be placed in appropriate publications to reach the maximum number of potential sponsors. NAF contracting official should act in an advisory capacity.

c. Officials responsible for procurement or contracting may not be directly or indirectly involved with the solicitation of commercial sponsors. This does not limit the involvement of those officials whose function is to administer NAF contracts.

4. In overseas areas, solicitation of non-U.S. firms is authorized with the commander's approval, provided solicitation is not in violation of Status of Forces Agreement (SOFA) or treaty agreements or in direct competition with the armed service exchanges.

C. UNSOLICITED SPONSORSHIP

Unsolicited commercial sponsorship shall be treated the same as solicited commercial sponsorship except that it has been wholly and entirely initiated by the prospective sponsor without prior knowledge of the needs of the MWR program or installation. After an appropriate inquiry from a prospective sponsor, the installation point of contact for sponsorship may inform sponsor of the needs. The unsolicited sponsor should then furnish a letter or memorandum of intent to the installation. Unsolicited sponsorship is otherwise subject to the policies outlined above in paragraph A.

Further Explanation of Some of the Sponsorship Guidelines

Realizing that the General Sponsorship guidelines contain factual information that could possibly lead to misinformed readers, a brief explanation of certain policy aspects is provided to help clear up any questions:

A2f. ...DoD components...
DoD components include the Army, Air Force, Marine Corps, and Navy. This policy is written by the Secretary of Defense and they are making it clear that each of the component agencies set their own policies.

A2g. How does one get PAO approval ahead of time for events that are broadcast live?
The local PAO office should coordinate on local events. They should have input at the planning stage of an event. If any Army Soldier Show is the event, then the Army PAO office needs to coordinate.

A2h. ...provided a responsible use campaign and/or surgeon general's warning is part of the sponsorship...

This means that something must be in the advertising about drinking responsibly or the surgeon's warning for tobacco should be included.

A2i. Means the sponsor cannot charge the government back for the cost of the sponsorship.

A3. An open house is anything open to the public. An installation can sell refreshments because that is not the sole intent of the program.

The Service Secretary is the Secretary of the Army.

An open house can be something like a 50th Anniversary celebration. A variety of tanks and other displays could be there, for example. The MWR office would not be the only one involved.

Do's and Don'ts of Commercial Sponsorship

DO:	DON'T:
! Develop a calendar of potential sponsored events - Work this out with activity managers - Plan for at least a year in advance - Coordinate with the marketing specialist, legal, DPCA, activity manager, and installation commander. ! Prioritize installation events. ! Identify the costs/items needed for major events. ! Get to know your public affairs officer and legal representative before soliciting sponsors. They tend to be more helpful the sooner they are included in the process. ! Send the same information package to all prospects. ! Tailor a cover letter to prospect. ! Match the event to the company. ! Advertise commercial sponsorship opportunities in local papers. ! Follow up solicitation with a phone call. ! Under promise and over deliver.	! Solicit defense contractors unless you are dealing with their consumer market division. For example, General Motors is a defense contractor, but you may work with their automobile division when soliciting sponsors. ! Solicit barred vendors (check with the contracting office for this list). ! Solicit tobacco and alcohol companies. They may contact you, however. ! Use non-U.S. sources (in CONUS). OCONUS may use non-U.S. sources. ! Promise anything unless you are sure you can deliver.

APPENDIX 3

COMMUNITY AND FAMILY ACTIVITIES
MARKETING SUPPORT REQUEST

DATE: ______________________________ REQUEST NO: __________________________

REQUESTOR: ________________________ TELE NO: ______________________________

DATE OF EVENT: ___________________ DUE DATE OF SUPPORT: ________________

PROGRAM OBJECTIVE

____

____

____

SUPPORT REQUIRED

- ☐ Commercial Sponsorship (6 month advance notice)
- ☐ Civilian Leave and Earning Statement (3 month notice)
- ☐ Flyer (2 week notice)
- ☐ Press Release (2 week notice - event Open to the Public)
- ☐ Camcorder (first come-first serve basis)
- ☐ Peek at Next Week (2 week notice)
- ☐ Channel 37 - CFA Upcoming Events
- ☐ Brochure (2 week notice)

SPECIFICATIONS OF REQUEST

Name of event: ________________________ Contact name and phone #: __________________

Location: _____________________________ Limitations: ______________________________

Time/Date: ____________________________ Deadlines for Admission: ___________________

Fees: _________________________________ Other: ____________________________________

____

____

____

SPECIFICATIONS OF COMMERCIAL SPONSORSHIP

____

____

____

____

RECEIVED BY: ____

DATE: ________________

* Camcorder is due back in Marketing the day after the event. If the event falls on a weekend, it is due on Monday.

APPENDIX IV

Companies Interested in Sponsorship

Sports Related Sponsorship

Information about companies with sports related sponsorship programs follows. While most are potential sponsors, some sell products that may be helpful when promoting events.

Domino's Pizza TeamTennis

Domino's TeamTennis is a co-ed recreational league designed to promote tennis. If you are interested in starting a league, their national headquarters will send posters, banners, scorecards, captain scoring guides and recreational league handbooks. TeamTennis T-shirts are provided once the league has been started. Their toll-free number is (800) TEAMTEN (832-6836). This program may appeal to young adults and youth on your installation.

Hershey Foods Corporation

Hershey sponsors a National Track and Field Youth Program. In order to find out more about the program, contact: Mr. Jim Johnson, National Director, Hershey Youth Program, P.O. Box 814 Hershey, PA 17033-0814. Phone (717) 534-7636.

Graphic Jackets

This company designs custom-made jackets and gym bags. These items may become great promotional sales items at your next sports or youth event. See if you can get the items at a reduced price or at cost to resell to customers at an event. To find our more about the program, contact Marji Bredenkamp at (800) 443-9499.

Agrosoke, Inc.

Very interested in commercial sponsorship. Main interest would be in events that attract a large crowd, such as Armed Forces Day, or a Fourth of July celebration. The company manufactures a product that helps distribute moisture evenly throughout soil so the plants grow better. To find out more about Agrosoke, contact Janet Curry at (817) 284-9831.

APPENDIX V

Example of Letter Announcing Commercial Sponsorship Opportunities

Date

Name (if available)
Title (if available)
Company
Address

Dear ________________________,

Sponsorship opportunities are available for the (Name of Event) conducted by the MWR Department, (Name of Installation).

Brief description of event to include:

- Date
- Location
- Target market(s) and expected number of participants/spectators
- Brief description of the event (if established event, give brief summary of past successes)

Sponsorships are available for this event at various price ranges offering a corresponding degree of benefits, (i.e., signs, banners, product sampling, title recognition, product sales rights, etc.). Sponsorship packages are tailored to provide maximum exposure and visibility to event sponsors. The MWR Department will work individually with each sponsor to ensure that the sponsors achieve their sponsorship objective.

If you are interested in being a part of this exceptional event, please contact (Name), (Title) at (Phone No.) for a complete proposal package. Deadline for submitting sponsors bids is (Date).

We look forward to working with you for our mutual benefit.

Sincerely,

MWR Director

APPENDIX VI

EXAMPLE OF SPONSORSHIP AGREEMENT

This agreement ("Agreement") made and entered into by and between the (Name and address of Fund) ("Fund") and (Name and address of sponsor) ("Sponsor") and (Name and address of Co-Sponsor - if any) ("Co-Sponsor").

The Fund seeks to promote positive, healthy, and active participation in leisure and recreational programs for soldiers and their families;

The Fund plans to conduct (type of event) at (location of) ("event"); and

Sponsor and Co-Sponsor ("Co-Sponsor") desire to co-sponsor such event, which sponsorship would include promotional product tie-ins for (name of product/s) ("product").

In consideration of the premises and mutual promises set forth herein, the parties, intending to be legally bound, hereby agree as follows:

1. Event. During the (period of event/s), Fund agrees to conduct the following:

(a) (description of event)
(b) (description of additional events if applicable)

Fund designates Sponsor and Co-Sponsor as the only corporate sponsors of the event and agrees to work with Co-Sponsors promotional tie-ins. Fund agrees that Co-Sponsors may advertise their sponsorship of the event/s.

2. MWR Responsibilities. Each Fund will: (Spell out MWR responsibilities e.g.)

(a) Provide the (list specific responsibilities) and all logistical support and requirements to conduct each event.
(b) Provide adequate professional staff to plan, organize, promote, conduct and evaluate each event.
(c) (If applicable) coordinate with Army Exchange and Commissary Managers regarding dates and times to ensure effective in-store promotional tie-ins for Products.
(d) Provide an endorsement disclaimer on promotional materials distributed in connection with the event.
(e) Etc.

3. Co-Sponsors' Responsibilities. In exchange for promotional tie-ins with event, Co-Sponsors will: (Spell out sponsor's responsibilities e.g.)

(a) Provide T-shirts for event participants at an estimated maximum total of (number of shirts). Company and MWR logos will be featured. Company will develop, produce and deliver the shirts to MWR. MWR will approve T-shirts to design. The cost for developing, producing and delivering the T-shirts will be borne 50/50 (or other agreed upon proportion) by Co-Sponsors.

(b) Provide (describe other advertisement i.e. signs, banners) for event site. Advertisement shall feature products' logos. Co-Sponsors will develop, produce and deliver the (list advertisements) to Fund. The cost for developing, producing and delivering the banners will be borne 50/50 by Co-Sponsors.

(c) Provide Fund with camera-ready art for products' logos for flyers, registration forms, etc., to be produced and distributed by MWR.

(d) Provide free samples of products to all event participants.

(e) Coordinate with local Fund and Army Exchange and Commissary Offices to provide in-store promotional tie-ins in the form of existing point-of-sale and display materials.

(f) Etc.

4. Logo. Sponsor will provide camera-ready logo and graphic guidelines for its correct staging. Such use shall be limited solely to the sponsorship of the event and any advertising or promotional activities related thereto. The Fund will not use the trademark, service mark or logo in any manner that is detrimental to the sponsor's interest, or would cause any person reasonably to infer, or would otherwise convey the impression, that the Department of the Army is in any way affiliated with or otherwise acting on behalf of the sponsor.

5. Term and Termination. The term of this Agreement shall commence as of Date, 19____ and shall continue until Date, 19____. Any party may immediately terminate this agreement upon a material breach of any term or condition hereof.

6. Sponsorship Costs. No costs incurred by the sponsor in association with the sponsorship of the event shall be charged to any agency, department or activity of the United States Government.

7. Right of First Refusal. After this agreement ends the sponsor shall have the right of first refusal to renew this Sponsorship Agreement, provided the Fund conducts this event during the same time frame next year. The right of first refusal means that if the Fund receives a "bonafide offer" (as hereinafter defined) regarding sponsorship from a third party, then the Fund shall advise the sponsor of the offer and provide them an opportunity to enter into an agreement with the Fund, either individually or as Co-Sponsor(s), on terms no less favorable to the Fund than those contained in the bonafide offer from the third party. In no event shall the Fund enter into an agreement with a third party upon terms and conditions more favorable to such third party, unless such terms have first been offered to current sponsor/co-sponsor(s). As used herein, the term "bonafide offer" shall mean a proposed agreement concerning rights and obligations similar to those herein, which agreement, if executed by the Fund and the third party, would be legally binding. The Fund will continue to reserve the right to seek additional sponsors for the event. However, if the sponsor exercises its right of first refusal, the Fund warrants and agrees not to select any additional sponsor(s) that is a corporate competitor of the sponsor.

8. Exclusivity. The Fund reserves the right to seek additional sponsors for the event. How-

ever, the Fund warrants and agrees not to select any additional sponsor(s) that are corporate competitors of the sponsor or co-sponsor unless agreed upon prior to the event.

9. Independent Contractor. Co-Sponsors and the Fund shall be and act as independent contractors, and under no circumstances shall this agreement be construed as one of agency, partnership or joint venture of employment between the Fund, Sponsor and Co-Sponsor. None of the personnel under contract to, employed by or volunteering for the Fund shall be deemed in any way to have any contractual relationship with Co-Sponsors whatsoever.

The Fund shall be solely responsible for the conduct of its employees, personnel and agents in connection with their performance of the Fund's obligation hereunder.

10. Force Majeure. No party shall be responsible for events beyond its reasonable control, such as acts of God, weather delays, government restrictions, or unforeseen commercial delays. If any of the event/s are postponed due to inclement weather or other conditions beyond the Army's control, they may be rescheduled for another time. Co-Sponsors shall then be entitled to, and the Fund agrees to give to Co-Sponsors, all of the advertising and sponsorship rights set forth herein at no additional charge to Co-Sponsors.

11. Agreement Limited to Advertising and Promotional Rights. The Fund and the Sponsor understand and acknowledge that this agreement is solely for the exchange of advertising and promotional rights and nothing contained herein or the negotiations preceding the execution of this agreement shall prevent, deter, hinder, or restrict in any way the rights of the Fund, its affiliated companies, and/or any other persons, including without limitation, concessionaires or retailers from purchasing or not purchasing any brands of malt beverages at their sole discretion.

12. Assignment. This Agreement is not assignable in whole or in part by any party hereto in the absence of the prior written consent of the other party.

13. Entire Agreement. This Agreement contains the entire understanding between the parties hereto relating to the subject matter contained herein and supersedes any and all prior agreements, arrangements, communications or representations, whether oral or written. This Agreement may not be amended, altered, modified or changes except by a writing signed by both parties hereto.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed.

Sponsor	Fund
By: ________________	By: ________________
Title: _______________	Title: _______________
Date: _______________	Date: _______________

APPENDIX VII

Example of an After Action Marketing Report

Thru: Activity Manager
Thru: Division Chief
To: DPCA Marketing

After Action
Marketing Report
(Please submit within 2 workdays of your event)

Activity ____

Promotional item/event ____

Date of item/event ____

How many people used this item or
attended this event? ____

How much revenue did this
item/event generate? ____

Based on overall attendance,
revenue, etc., did Marketing
help or hinder your success? ____________________________

Should this event be repeated? Yes No

Comments:____

____

Thank You

ADCFA

Note: Thanks to Phil Raschke at Fort Lewis, WA for use of this form.

PROMOTION

TO THE ACTIVITY MANAGER OR MARKETING MANAGER

Why promote? In this highly competitive world, the real question is, Can you afford NOT to promote? Without promotion, buyers may not think of you when they're looking for a product or service, or they may not even know that you exist. This training brief is designed to discuss various promotional avenues that you may want to explore on your installation and to help you build a professional promotional program within your organization.

DEFINITIONS

Promotion is just one of the five "P's" in the marketing mix. The remaining P's are product, price, place, and personnel. Briefly, the definitions are as follows:

PRODUCT

The product is what you are selling. It can be a physical object, a service, a person, a place, an organization, or an idea. The product or service should include all of the features and quality that the customer is looking for. Please note: people do not always buy a product or service for what may seem to be obvious reasons. For example, those who buy pizza from Domino's are not just buying the food, they are also buying the convenience of having the pizza delivered to their home in 30 minutes or less. In this case, time and convenience are the chief attributes of the product for sale. These extra attributes cannot be ignored when preparing a promotional campaign. You must keep in mind what people are really buying.

PRICE

Price is what you are charging for the product or service being offered. Prices don't always have to be low to attract more customers. Some low-end products are given status images and are priced high, Haagen Dazs ice cream, for example. Also, prices are sometimes high when a product is first introduced, and then lowered after more people start buying, such as with high technology items. Convenience foods are generally priced cheaply. The price charged depends on the image you want to convey, the market you want to reach with the product or service, and how much it costs to produce the item. The key is to make sure the price reflects the value that customers perceive they are getting.

Since you are selling products and services to the military community, many items will have to be sold at low prices because the customer expects it. If the price is not slightly lower than that charged by outside companies, the soldier or his family may feel they are not getting a fair price. However, this does not mean that prices should be kept artificially low. You need to determine what the market will bear and therein set your price.

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AN HQ AMC PUBLICATION

PLACE

Place is where the product is sold and how it is distributed, as well as the time it takes to reach the customer. The hours a facility is open are also considered part of the place marketing strategy. On some installations, employees have a four-day work week and some of the MWR facilities are closed during the three day weekend. If the majority of your customers patronize your facility during the evening hours, think about changing the hours to evening only so that costs can be cut while the necessary services are still provided.

The place where a product or service is sold or provided contributes to the image that that product or service has. Clothing in K-mart is perceived as having a lower quality than clothing sold in a fashionable department store. If you find out from customer surveys that customers think the place where your product or service is offered is of inferior quality, find out why and make the necessary changes. Sometimes this may be a simple adjustment, such as new lightbulbs to make the facility brighter, or cleaner silverware in the clubs.

PERSONNEL

Personnel are those employees who interface with the customer. If employees do not treat the customer right and do not believe in the product, the customer will not come back. You also have to remember customer service in terms of your employees. If employees are not treated fairly, they will not treat the customer in a friendly manner. When a customer is treated poorly, they tend to tell their friends; therefore, you lose the patronage of more than just one customer. Customer service procedures and training should be on-going in your activity.

PROMOTION

Promotion, which will be focused on in the remainder of this training brief, is defined as any personal or non-personal communication that creates a favorable disposition toward a good, service or idea in the mind of the recipient of the communication. Promotion is designed to inform, remind and persuade consumers to respond to your product. While an integral part of a marketing plan, promotion is just one of the components to consider when planning an event or service to market. Promotion is often misunderstood as being the main component or only component in marketing, but in order for it to work effectively, it must be used in conjunction with all parts of the marketing mix.

Promotion is the last part of the planning process. It is the way that you communicate what you have to offer to consumers. If you show how your product or service will meet a need, you'll be in business. The promotion plan should be constructed after all of the other marketing considerations have been taken into account. Elements of the promotion mix include advertising, personal selling, publicity/public relations, and sales promotion. Advertising is defined as the non-personal presentation of information to a large number of potential customers. Personal selling is face-to-face presentation of information regarding products, programs, or services. Publicity is information about products, programs, or services which is disseminated to the public at no cost (usually through the media). Sales promotion supports and adds another dimension to advertising and personal selling efforts. Sales promotions include incentives, contests, point of purchase displays, demonstrations, trade shows, referrals, and word-of-mouth referrals. Word-of-mouth promotion is often used in the service business. Word-of-mouth can be a valuable promotional tool if you have a good reputation. However, negative word-of-mouth can destroy even the best advertising campaign.

The promotional mix elements must work within organizational and environmental constraints. The following table explains the mix in terms of the controllable, uncontrollable, personal and impersonal elements. The personal elements are usually more effective and more expensive means of marketing communication, while the impersonal elements allow the organization to reach larger audiences.

	CONTROLLABLE	UNCONTROLLABLE
PERSONAL	Personal Selling Trade Shows Point of Purchase Incentives	Word of Mouth Referrals
IMPERSONAL	Demonstrations Contests Advertising	Publicity

Get to know the customer first, and then design a promotional plan encompassing the methods listed above. Some possible objectives of a promotional campaign may be: to attract new patrons, stimulate repeat business, stimulate larger purchases, attract attention to the facility or service, build patron traffic, or introduce new programs or services. Objectives should always be stated at the beginning of any promotional campaign and should be realistic, achievable and measurable. Some of the basic elements of the promotional strategy process that provide the starting point in setting any of the above mentioned objectives follow:

1. Definition of the Target Market. The Target Market can be any segment of the authorized patron base. It must be reachable and realistic. If you cannot communicate with your Target Market, you cannot sell to them.

2. Intended Message Effects. The message may be intended to:
   a. Persuade
   b. Inform
   c. Establish, retain or change attitude
   d. Establish, retain or change image

3. Intended Behavioral Effects. Intended behavioral effects may:
   a. Stimulate new patrons/facility users
   b. Increase patron traffic
   c. Increase the average size of the purchase
   d. Increase the frequency of purchases

4. Geographical allocation of the Promotional Effort. You may wish to designate a specific geographical area (Enlisted Barracks, etc.) or to designate the entire geographical base (on-base and all authorized patrons within a 10 mile radius of the main gate) or to let your Target Market designate the geographical allocation (Active Duty Enlisted Personnel only).

Consistency is a key element in any promotional campaign. We can never risk confusing the message recipient. A central theme or logo in advertising, sales promotions and publicity can help maintain consistency.

No amount of promotion can sell a poor product or service. If a need does not exist, the product will not sell. If you have a poorly run business, promotion may bring people in initially, but they won't come back. Also vital to the success of any activity is the customer-oriented attitude of the employees. Customer service should be an integral part of every operation. Patrons who make the effort to complain believe they have legitimate cause; therefore, complaints or suggestions should be responded to on the same day on which they are received. Quick responses let the patrons know that they are important to you. If customers have problems with the service or if the event you are planning this year was attended poorly last year, you need to work on improving the perception of the product, service or event first before promoting it.

Market research is the function linking the consumer to the marketing through information used to identify and define opportunities and problems; generate, refine and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process. Research will help decipher who your customers and potential customers are and why they are or are not buying from you. This knowledge is critical. You can never know too much about who you are selling to or trying to sell to.

Defining Your Market

When defining your market, you need to note the different segments you serve, determine the benefits of your product or service, decide when customers are likely to buy, decide which media channels are appropriate for you to use, define your main purpose, establish your "advantage" over other products or services offered, and think in terms of both quantity and quality.

When deciding who to promote to, you need to define your target audience by eligibility requirements, age group, gender, family status, geographical location and interest level.

Find out what the client wants, select the right target market(s) for your products, develop the right programs, facilities and services, train all personnel, locate the programs and services in the right place, and charge the right price. If all of this is done, promotion will communicate the idea.

While there are several promotional themes that you can choose from, the top 7 follow: humor, slice of life, testimonials, demonstrations, problem solving, character and emotion. It is important to identify and follow through on a chosen theme. This will establish identity, consistency and a sense of familiarity with the customer.

Consumers buy benefits, not programs or products. It is not enough to simply tell a consumer that you offer softball on base. You also need to let them know some of the benefits they will get by participating in the sport. For example: exercise, making friends, and the chance to compete in a sport are some reasons people choose to play softball.

Once you've set your promotional goals, you need to budget. If possible, you should tie your budget to sales and profit forecasts and goals.

There are essentially four major forms of promotion. They are: Personal Selling, Advertising, Publicity, and Sales Promotions.

Personal Selling

Door-to-door selling and personal sales calls are examples of personal selling. Other forms follow:

* When customers sign up for classes at Arts and Crafts or the Wood Shop, employees suggest that they purchase course-related materials.

* A waitress at the club asks if customers would like appetizers or dessert with their meals.

* Customers getting ready to play golf are asked if they would like a golf cart, or extra golf balls.

* At Christmas time, front-line employees mention that gift certificates are available for the activity (of course, you must offer them for sale).

Personal selling may be the most underutilized form of promotion in MWR organizations. It is inexpensive and the dividends can be substantial. Consider training your front-line employees to sell additional items.

ADVERTISING

Advertising is paid impersonal communication simultaneously aimed at a large number of individuals by an identified sponsor. There are many vehicles for advertising a product. The most conventional advertising means used in the commercial sector are: television, radio, newspapers and magazines. The advantages and disadvantages of each follow:

MEDIA CHOICES

Television's advantages include reach, power, and visual appeal; it's disadvantages include message limitations (ads must be brief), frequency requirements (need multiple spots before the message sinks in), production costs and wide-appeal only (can't tailor to a specific audience).

Radio's advantages include short lead times (can be changed on short notice), preselected audience (listeners are loyal to their format), reach and frequency (the percentage of the target exposed to your ad and the number of times they heard your ad); it's disadvantages include the need for repetition, need for brevity, and lack of visuals.

Newspaper's advantages include flexibility, graphics potential, broad reach, specialty focus, format choice and cost; it's disadvantages include lack of targeting, and poor reproduction quality.

Magazine's advantages include specialization, long shelf-life, re gional appeal, reproduction quality, format flexibility, and verifiable circulation; it's disadvantages include scheduling constraints, format limitations and cost.

PUBLICITY

Publicity, or public relations, is the manner in which an organization interacts with the community as a whole, including but not limited to current and potential customers. It is everything, good and bad, that is said about the organization to and by the community through mass communications and personal selling.

SALES PROMOTIONS

Sales promotions are designed to stimulate customer involvement. There are several variations in sales promotion:

> Sampling is an attempt to pre-sell to the patron. For example, the auto hobby shop may want to promote lessons offered by giving customers the opportunity to participate in one class for free.
>
> Coupons provide the customer the opportunity to participate in an activity at a reduced cost. This method is especially successful with new personnel assigned to an installation.
>
> Exhibits are used to elicit interest. If the display is well-done, it will encourage participation and may draw customers who normally would not be interested in the activity.
>
> Contests are used to create enthusiasm and interest. Prizes are awarded to winners (i.e., new name for the recreation center with a prize of free use of a pool table for a year).
>
> Demonstrations give customers a chance to experience what an activity or event may be like. Demonstrations create interest by explaining how to use your product (i.e., why the latest bowling ball is better) or to attract attention to your activity (i.e., cake decorating at the Officers' Club).
>
> Incentives are promotional items given to consumers to encourage consumption of products which are not an intrinsic part of your basic product (i.e., coloring book menus, key rings, hats, and refrigerator magnets).

Companies in the private sector also use other vehicles to convey their messages such as directories, transit advertising, outdoor advertising, and direct mail. Think about some of the ways you are exposed to promotional themes in a given day. Park benches, signs on supermarket carts, radios in a supermarket (piped-in music interspersed with advertising for the store brands and sales, much like a separate radio station), clocks, posters, clothing, key rings, and giveaways are just a few sources of promotion.

Some important promotional avenues follow:

> Brochures are used to give patrons information about activities, facilities and services. There are basically two types of brochures, one focuses on a specific event and the other provides information over an extended period of time about programs or facilities. When preparing a brochure, you should be sure to include a statement of general information, use photos of patrons, and employ large, readable typeface.
>
> Flyers are used to give all of the important details of a service or activity. Flyers need to attract attention and provide information. Key elements in a flyer are accuracy, quality, use of a logo and white space, who, what, when, why, how, and ease of reading.
>
> Marquees and billboards are on-duty 24 hours a day and are an excellent way to complement existing advertising. The primary consideration with a marquee or billboard is location. You must consider the following placement factors: when the sign becomes visible from a vehicle, whether the sign faces incoming or outgoing traffic, whether there are traffic lights, competitive signs, or buildings in the immediate surroundings, and the size and appeal of the sign, itself. Marquees must be easy to read and the message should be short and include a logo. Messages should be changed every couple of days to maintain customer interest.
>
> Visuals can also be used to promote your message. Slide shows, films and videotapes can be considered. Cross-street banners, bumper stickers, bus cards, vehicle signs, buttons, t-shirts, tent cards for tables, menu clip-ons, place mats, coasters and napkins all call attention to your activity.
>
> Welcome letters are great sources to get information out. A personalized letter sent to newly arrived personnel and their families inviting them to your activity is a nice individualized touch. Be sure to use tasteful stationery with the official name and address of your operation included. This will be the first contact from which the potential customer will form their perceptions about you, so take time with the appearance and the content of the letter. A sample welcome letter is at Appendix I.

After implementing the promotional plan, you need to measure its impact on the target audience. This involves finding out recognition and recall of the message, how many times it was seen, what points were recalled, how the audience felt about the message, and previous and current attitudes toward the product or service. Behavioral measures should also be taken, to include how many people attended an event or bought a product, how many liked it, and how many talked to others about it.

SUMMARY

Anything can be promoted. Ideas, services, and events, as well as products, are promoted every day. Make sure you can deliver what you promise. If more is promised than is delivered, customers will be disappointed and will not use the facilities again. Moreover, they will tell their friends. A satisfied customer tells four others, an unsatisfied customer tells sixteen or more. SIXTEEN OR MORE! On installations which have limited customer pools, this can be a serious problem.

You will need to decide if you are going to take on the promotional campaign yourself, or if you will contract out for those services. If you decide to do it yourself, you will need to be sure that your productions look professional. This can be accomplished through the use of desktop publishing software. See Appendix II for more information on desktop publishing.

In closing, remember that the customers are the most important people in your business, and if you use promotion to inform, remind and persuade them to respond to the benefits of your product or service you will be well on your way to being successful.

Headquarters, U.S. Army Materiel Command also provides a Promotion Manager's Guide. Call DSN 284-5756 or Commercial (703) 274-5756 to obtain a copy.

APPENDIX I

SAMPLE WELCOME LETTER

Date

Dear _____________:

The staff and the management of ______________ would like to welcome you to ________________________. We extend a personal invitation for you and your family to stop by to see our program and get to know us.

Our office is located in Building ___, which is marked on the enclosed installation map. We work hard to make our facility a place where you and your family can find relaxation and enjoyment.

We consider our program to be one of the finest there is. We offer a variety of activities and we're open to serve you.

For your convenience, we've enclosed our latest brochure, a calendar of our monthly activities and some discount coupons to introduce you to the activities that we offer.

I hope this brief introduction to our activity is a beginning of a long and happy relationship. We look forward to serving you in the near future.

APPENDIX II

DESKTOP PUBLISHING TIPS

Before purchasing a desktop publishing system, you need to determine the kinds of documents you want to produce. What do you need? How many do you need? Who needs them? How much can you spend on them?

Desktop Publishing Uses:
Flyers: Flyers are good for high distribution at low cost. They are best for announcing new products, special services, and promotional events.

Flyers can be developed using desktop publishing or word-processing software. If you can't afford two-color printing, stick with black type, but print on colored, non-standard paper stock if you can.

Think of Idea Art for those events where you want your flyer to stand out.
Idea Art
P.O. Box 291505
Nashville, TN 37229-1505
1-800-433-2278
Fax: 1-800-435-2278

Newsletters: You should consider newsletters as part of a long-range public relations plan. Newsletters need to deliver useful information to targeted audiences on a regular basis.

The design should be kept simple to project a professional image. Be sure that you don't clutter the page with inappropriate or excessive artwork, and use no more than two or three typefaces. Due to the fact that certain graphics and text elements (such as issue dates and column rules) are repeated throughout the newsletter pages, look for a desktop publishing program that features master pages.

Direct Mail: The primary purpose of direct mail is to inspire an immediate order or inquiry. You should consider direct mail when you want to advertise goods or services and get measurable sales responses, determine precise advertising cost and income comparisons, and sell to a target audience (identifiable by name, address, and demographics).

Standard direct mail packages include a letter, personal note, pledge or response card, and, typically, some sort of promotional item. Each part of the package gives you a chance to repeat the sales message. You should use desktop publishing software with the flexibility to design in a variety of formats - from simple postcards to 9 x 12 inch mailing packages.

Direct mail is also useful for centralized registration packages, for reminders of upcoming events or activities, and for sending club members updated information.

Brochures/Advertisements: Any business can use brochures. Because they often contain illustrations and color, brochures have a higher cost than most business materials. Brochures should emphasize values and benefits, such as service, workmanship, leadership, and stability.

Advertisements are sales tools used to pre-sell products and attract new sales leads. They can also promote and position businesses by providing news, testimonials, performance comparisons, or special benefits.

Components of a Desktop Publishing System:

* Personal computer
* Display monitor and high-resolution graphics board
* Mouse or other pointing device
* For IBM and compatibles, a graphical user interface (GUI), such as Microsoft Windows
* Page-layout software
* Laser printer

As you test various system configurations, use common sense. Consider cost, performance, reliability, and compatibility; read reviews of the products you want to try; and decide which features demand top priority and which ones can be sacrificed to get what you want.

The Nuts and Bolts of Desktop Publishing:

To be competitive, your flyer, advertisement, brochure or newsletter must read well and look good.

How do you give printed materials visual impact?

To start, you need to be thoroughly familiar with your system and software. Know your tools and your process. The key to desktop publishing success is developing an eye for graphic design. You can do this by developing your own design perspective. When you come across a publication that you like, try to figure out why you like it. Knowing what you like helps you to develop your own design style and strategy.

Step by Step: Design Basics

There is a solution for each design problem, and each solution is a unique expression of the designer's style and attitudes. As you begin to work with desktop publishing, you'll see how your needs, habits, and preferences affect your decisions, too.

The way you solve desktop publishing tasks can depend on your software, the publication, and your previous design experience.

As you develop your personal design style, consider the following tips and techniques:

1. Design a Layout Grid. The primary design goal is to emphasize the sales message. The goal is to lead the reader's eye from one sales point to the next comfortably and quickly. One way to establish a visual path is to set up a layout grid. A grid is a system of vertical columns, horizontal guides, and side, top, and bottom margins that do not print out.

2. Establish Master Pages. Before beginning to arrange text and artwork, you should set up master pages. If your layout program has a master page feature, use it to place the elements that repeat on every page, such as page numbers, columns, left and right headers and footers, footnotes, headline placeholders, and other graphic elements, like borders and rules.

3. Prepare Text Files for Importing. Before importing text files, remember that you are using your desktop publishing system to replace traditional typesetting. To make sure your imported text resembles typeset copy as closely as possible, observe these tips:

* Make sure your word-processing and page layout programs share compatible files. (If not, your word processor should be able to convert files to ASCII format.)

* Use automatic word wrap throughout your file. (Press the return key only where required, for headings, subheadings, paragraph endings, and so on.)

* Avoid underlining and hyphenation.

* Don't use a lowercase letter l for the numeral one.

* Don't use the capital letter O for a zero.

* Type one space (not two) between sentences.

* Also, depending on your system, you may be able to insert "real" quotes, apostrophes, and dashes in your document before it goes to your desktop publishing program for page design.

4. Set up Style Sheets. Style sheets save production time by setting standard formatting rules for your document. These standards can include levels of headline typefaces, sizes and styles, line spacing, characters per line, paragraph indentation, and tab settings.

5. Import Graphic Files. Page layout software lets you make four basic modifications to imported photographs and illustrations: adjustment to image brightness and contrast, and resizing and cropping of graphics. Before resizing graphics, check your software manual to learn the differences between the four basic categories of graphic files (bit-mapped, object-oriented, scanned graphics, and PostScript), and then learn how to resize them proportionally.

Clip art can offer a variety of ready-made illustrations, drawings, or scanned photo images when you don't have the time to create your own graphics.

You need to be aware of, recognize and respect copyright-protected artwork. Most European images (and art published in the United States after 1977) are generally copyrighted for 50 years after the artist's death. Also, clip art on electronic bulletin boards isn't always copyright-free.

6. Arrange Page Elements. After establishing a layout grid and importing the text and graphics, you arrange the layout of the page. To give your text and graphics a greater visual impact, try the following devices:

* Rules, boxes and borders are used to separate areas of text (such as headlines and sidebars) and graphics.

* Tint screens are panels of fine dot patterns that achieve a box-like effect. Selected percentages of dots per inch in the screen create a range of tinted shades - from pale gray (10 percent) to black (100 percent).

* Drop shadows provide backdrops for graphics, including charts, maps, photographs, borders and rules. You can create a drop shadow by selecting a graphic, duplicating it, applying a darker tint or color to the duplicate, stacking the duplicate behind the original, and then offsetting the duplicate slightly.

* White space is any blank space on your page, including margins, the area between headlines and paragraphs, and the space between individual letters. White space provides a visual resting place for your readers, so be generous with it.

7. Experiment with Special Effects. Dropped, raised, and ornamental capital letters can lead into a paragraph or break a brochure into different sections, and an enlarged pair of quotation marks will call attention to testimonials.

Type is one of the strongest graphic elements that you can use. Don't mix too many typefaces or sizes in one document, and take it easy with italics or bold type. When dealing with special effects, a little emphasis goes a long way.

If you see a type effect you want to try, find out if it exists in your system and printer or if it can be downloaded to your printer. Downloadable fonts can be purchased and installed on a hard disk. When you select a downloadable font it is summoned from your hard-disk drive and then transmitted to your printer.

Although you don't need a lot of fonts to create attractive publications, it's good to have a representative selection of the major serif and sans-serif typefaces.

8. Special Effects with Laser Printers. You can regard laser-printer output as draft copy or as camera-ready art. If you are using it as camera-ready art, keep the following in mind:

* At 300-dpi, photos look grainy.

* Use bold, serif typefaces, since small, thin, curvy typefaces lose definition. Serif type at 300 dpi gives your page a traditional, hand-letter-pressed appearance.

* Try to use textured papers in natural colors, like ivory or light tan, and stay away from harsh white papers with slick surfaces.

* Nonstandard page dimensions help attract attention. Find out which sizes and dimensions your printer can use, and whether it can print horizontally and vertically.

Entry-Level Desktop Publishing Systems

Entry-level systems are used for business forms, flyers and general correspondence. This type of system has the ability to add black and white graphics.

		DOS	MAC
Hardware	Computer	* 80386, AT compatible computer with 640K RAM and 80MB hard-disk drive * Monochrome or gray scale display monitor with VGA graphics disk drive with 512K on graphics card run at 20MHZ * 3 1/2" and 5 1/4" high density floppy drives * 1 serial port and 1 parallel port	* A MAC Plus with 1MB RAM and 20MB hard-disk drive * 3 1/2" and 5 1/4" high density floppy drives * 1 serial port and 1 parallel port
	Printer	* A high quality 24-pin dot-matrix printer or a 180-200-dpi inkjet printer (like Hewlett Packard DeskJet and DeskJet Plus) for sharper resolution	* Apple ImageWriter II can be used, but inexpensive inkjet printers, like the Hewlett Packard DeskWriter, will give sharper results
Software		* Basic page layout programs (Publish It! Lite from Timeworks, Springboard Publisher from Software Publishing Corp.) * Word-processing programs with basic layout and drawing tools (Microsoft Word and Word for Windows, WordPerfect, or Ami Professional from Samma Corp.)	* Page layout software (Personal Press from Silicon Beach Software or Publish It! and Springboard Publisher 2 for the Mac. Full Write Professional from Ashton-Tate and Microsoft Word for the Mac let you create text-intensive desktop publishing documents).

Mid-Level Desktop Publishing Systems

Mid-level systems are good for newsletters, books, long reports, sales proposals and one and two-color advertisements and brochures.

		DOS	MAC
Hardware	Computer	* 80486 33 MHZ based computer with 8Meg RAM and 640K memory or OS/2 with 12OMB hard drive * A gray scale or color monitor with a Super VGA 1Meg graphics card * 3 1/2" and 5 1/4" high density floppy drives * 1 serial port and 1 parallel port	* Macintosh SE with 2.5MB RAM and 40MB hard-disk drive * 3 1/2" and 5 1/4" high density floppy drives * 1 serial port and 1 parallel port
	Printer	* 180-200-dpi inkjet printer, or for a 300-dpi output, or upgrade to a full-fledged laser printer (Hewlett Packard Laserjet line, Canon, Epson, IBM, Okidata, Panasonic, Tandy nad Toshiba also offer 300-dpi models)	* Apple LaserWriter IISC provides 300-dpi resolution, the QMS PS810 and GCC Business LaserWriter are also good
Software		* Mid-range page layout programs (Publish It!)	* Medium-range software (Ready Set Go! from Letraset USA and Publish It!, QuarkStyle for Strong template features)

High-Level Desktop Publishing Systems

High-level systems are good for complex multi-color publications like annual reports, magazines, poster and trade advertising.

		DOS	MAC
Hardware	Computer	* 80486 or 586-based computer with minimum 16Meg RAM and 640K memory or OS/2 with 200Meg hard drive * Big screen, two-page color display monitors with Super VGA graphics enhancement with 2Meg on graphics card * 3 1/2" and 5 1/4" high density floppy drives * 2 serial ports and a separate mouse device	* SE/30, Iicx, or Iici packed with 8MB RAM or 80-100MB hard-disk drive * 3 1/2" and 5 1/4" high density floppy drives * 2 serial ports and a separate mouse device
	Printer	* 300-dpi laser printer for proofing draft artwork, but 600-dpi on up for printing output	* Enhanced Macintosh monitors with 25 inch screens and 24-bit color-card enhancement * 300-dpi laser printers for proofing, but 600-dpi on up for printing output
Software		* Powerful layout software (Aldus PageMaker and Xerox Ventura Publisher) * Graphics programs (Adobe Illustrator, Corel Draw, Micrographix Designer, and Arts and Letters from computer Support Corp.) * Font editing software (SoftType from Z Soft)	* Professional layout programs (QuartkXpress, Letraset Design Studio, and Aldus PageMaker) * Graphics packages (Aldus Freehand and Adobe Illustrator) * Color graphics programs (Adobe PhotoShop) * Font editing software (Fontographer - Altsys Corp.) * Image enhancement programs (Digital Darkroom from Silicon Beach Software)

APPENDIX III

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Marketing Research

To the Marketing Manager

Research has been called many things by many people. It frightens some, confuses some, and bores most. But regardless of how people feel about it, research is imperative for the activity or facility that wishes to understand and keep its current customers and attract new ones.

Definitions

Marketing research is the systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation. Marketing research is the function which links the consumer, customer, and public to the marketing through information -- information used to identify and define marketing opportunities and problems; generate, refine and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process. Marketing research better defines the customers, generates useful information, eliminates guess work, validates projects, measures how well objectives are being met, and helps to create and evaluate products, services, advertising and marketing programs.

Options

You can obtain marketing research in a number of ways. You can do the research yourself, ask students or professors at a local college to design and carry out the project, or hire a marketing research firm.

Activities

The ten most common activities performed by market researchers follow:

* determination of market characteristics
* measurement of market potentials
* market-share analysis
* sales analysis
* studies of business trends
* short-range forecasting
* competitive-product studies
* long-range forecasting
* pricing studies
* testing of existing products

(For a list of research types, please consult Appendix I)

Research Uses

Research generates ideas and statistical data that can be used for:

problem definition, questionnaire design,
preliminary information, problem evaluation,
decision making, marketing plans, and
decision substantiation.

Marketing research is undertaken to understand a marketing problem better and to work to solve it. Questions crucial to the effectiveness of any research are *What* do you want to find out, and *Why*?

MWR
Serving America's Army
Training Brief No. 18
An HQ AMC Publication

When defining the problem, three types of research projects can be distinguished:

* exploratory, which involves gathering preliminary data to help you understand the nature of the problem and suggest some hypotheses or new ideas about how to solve it
* descriptive, which describes certain magnitudes
* causal, which tests for cause and effect relationships.

RESEARCH PLAN DESIGIN

Designing a research plan involves making decisions on data sources, research approaches, research instruments, the sampling plan and contact methods.

SECONDARY DATA

Completing a research plan can mean gathering secondary data, primary data, or both. Secondary data is information that already exists somewhere that has been collected for some other purpose. There are two kinds of sources for secondary data: (1) internal sources like profit and loss statements and prior research reports, and (2) external sources like government publications, on-line data bases, periodicals and books, and commercial services. (For a list of secondary data sources, see Appendix II). You should start by examining secondary data sources to see if the problem can be solved without collecting primary data.

Secondary data offers the advantages of lower cost and quicker availability and can be used to show trends. The disadvantages of secondary data are that it rarely answers "why," it might not exist, or it might be dated, inaccurate, incomplete, or unreliable. If this is the case, the researcher will need to collect primary data, which will cost more and take more time, but will probably be more relevant and accurate.

PRIMARY DATA

Primary data is original information gathered for the specific problem at hand. Most marketing research involves at least some primary data collection. This can be qualitative or quantitative. Qualitative or exploratory data is acquired through focus groups and one-on-one interviews and tries to answer why, but is not projectable due to small, non-random samples. Quantitative data is acquired through attitudinal/behavioral surveys or needs assessments and tries to answer how many. Quantitative data is statistically reliable and projectable.

Primary data can be collected in four broad ways:

* observation
* focus groups
* surveys
* experiments

Generally, observation and focus groups are best suited for exploratory research, while surveys are best suited for descriptive research, and experiments are best suited for causal research.

OBSERVATIONAL RESEARCH

Observational research is gathered simply by observing the relevant people and settings involved in the research problem. Examples include counting the number of people who look at a display or watching people's shopping patterns.

FOCUS GROUPS

Focus group research is a useful exploratory step to take before designing a large-scale survey. Focus groups yield insights into consumer perceptions, attitudes, and satisfaction that can help to define the issues to be researched more formally in a survey. While focus group results are very useful, researchers must avoid generalizing the reported feelings of the focus group participants to the whole market since the sample size is much too small and the sample is not drawn randomly.

Focus group research involves a gathering of six to ten people who spend a few hours with a skilled moderator to discuss a project, service, organization or other marketing entity. Because the members of the group are encouraged to talk freely and to one another, a focus group is likely to develop thoughts and ideas that simple questionnaires and personal one-on-one interviews could never do.

The moderator needs objectivity, subject matter and industry knowledge, and knowledge of group dynamics and consumer behavior; otherwise the results will be misleading. Other moderator qualities include: being nonbiased, quick learner, knowledgeable, but not "all knowing," excellent memory, good listener, a facilitator not a performer, flexible, a "big picture" thinker, a good writer. Other factors to consider when choosing a moderator are analytical skills and personality. The moderator's role involves evaluating relevance of comments, directing discussion toward issues not addressed, noting timing, encouraging group interaction, controlling disruptive participants, concentrating on verbal and nonverbal communications, and creating a supportive environment.

Moderating your own groups is possible. Advantages include your knowledge of the topic and lower cost; disadvantages include: lack of objectivity, possible lack of moderator skill, and consumption of your time. Focus group participants are normally paid a small sum for attending or can be offered an incentive such as a free meal at the Club. A letter of introduction and one of confirmation should be sent before the groups take place. The meeting should be held in pleasant surroundings and refreshments should be served to increase the informality.

Focus groups are built on a foundation of informality. The following are some procedures that can be used:

* the moderator announces who he/she is, the topic of the discussion group, and explains why its being taped
* participants introduce themselves and tell a little bit about themselves - this forces everyone to talk a little and open up (use first names and have place cards with names on them)
* an interview guide, which is a logically sequenced list of topics or questions to be covered, is used
* topics and questions should be ready so that the moderator can bring a group back to order, if necessary
* the moderator should always summarize and ask the group for confir mation of the summary before closing

There is always the chance that a focus group will contain problem participants. These people will generally sit to the immediate right or left of the moderator and could take on any of the following characteristics: talk to much and dominate the conversation, hesitate to talk, become the accepted "expert" of the group.

There are several tactics to overcome the troublesome participant:

* avoid eye contact with the talkative or dominant participant
* during the introduction, make it clear that you need to hear from everyone and in the interest of time you may have to interrupt some one, but for them not to take that personally
* turn away from the dominant or expert participant - body language conveys a lot
* use the hesitater's first name and direct questions to them specifically to get them to open up
* politely tell the dominant or expert that you've heard from them, and you'd like to explore what the other participants are thinking or feeling
* emphasize freedom to disagree and demonstrate respect for different opinions up front to deal with complaint participants

After each focus group session, the moderator must analyze the tapes. Every session is different, so each analysis will differ. You may want to set down the major topics or questions that you covered in the focus groups, and state how the participants talked about those points. You'll want to use actual quotations under each heading. You should always hold at least two focus groups per topic, and you'll find that groups will begin to reinforce each other as the number of groups increases. Analyzing the tapes and writing the final report are the last steps in the focus group process. Reports should be succinct and to the point, state the objectives, use direct quotes, and summarize with conclusions. Always be sure to state in the report that results cannot be generalized to the entire population due to the small sample sized incorporated in the focus group process.

The following focus group guidelines should be adhered to at the installation level:

* respondents should be selected on as random a basis as possible from specified segments of the installation population
* no MWR employees should be selected to participate
* potential respondents should be asked if they would like to take part in a group discussion about their leisure time activities, they should NOT be told they will be discussing MWR activities, and it should be clear that participation is voluntary
* respondents should be offered an incentive such as a coupon for a free meal at the club to encourage participation
* participants should be prepared to spend up to 1 1/2 hours
* groups should be scheduled at least 2 hours apart
* a selection of beverages should be made available
* the room should contain a conference table that comfortably seats up to 12 people
* a monitor should be assigned to check in participants
* cardboard place cards should be prepared with the first names of respondents on them
* the discussion should be tape recorded
* participants should be asked to wait outside the discussion room until all have assembled (no latecomers should be admitted)

SURVEYS

Focus groups give a general feel about a topic, but surveys need to be used to get more definitive information. There are four basic purposes of a questionnaire or a survey: to start information flow, to keep information flowing, to check your understanding, and to help obtain a commitment.

Surveys are used to learn about people's knowledge, beliefs, preferences, and satisfaction. They are also used to measure these magnitudes in the entire target population and explore relationships between two or more variables. there are two survey types: cross-sectional, in which standardized information is collected from a sample drawn from a predetermined population (ideally, information is gathered at one point in time), and census, in which all members of the population are surveyed (the census eliminates sampling error by surveying everyone, BUT can't eliminate misleading data due to poor questionnaire design or analysis).

EXPERIMENTAL RESEARCH

Experimental research is another form that can be used. It is the most scientifically valid research that can be conducted. The process involves selecting matched groups of subject, subjecting them to different treatments, controlling extraneous variables, and checking whether or not observed response differences are statistically significant. The purpose of experimental research is to capture cause and effect relationships by eliminating competing explanations of findings.

PRIMARY DATA COLLECTION

Most research requires the collection of primary data. Researchers have a choice of two main research instruments when collecting primary data: the questionnaire and mechanical devices.

The questionnaire is the most common instrument used to gather primary data. Questionnaires are flexible in that there are many different ways to pose questions to respondents. The questionnaire, or survey instrument, needs to be carefully developed, tested, and debugged before being implemented. When writing the questionnaire, each question should be checked to determine whether it contributes to the objectives that have been set for the research. In writing each question, ask what you expect to gain from it and how it relates to your objectives. Questions that will glean information that is merely "interesting" should be dropped. Be careful to stay away from "double-barreled" questions (asking two questions in one), "loaded" questions (questions that lead the respondents to answer in a certain way - biased direction), and "motherhood" questions (questions that suggest an affirmative response without requiring the respondent to consider the trade-offs involved).

Question form will influence the response. There are two forms of questions, closed-ended and open-ended. Closed-ended questions offer the respondent a list of answers from which they can choose one or more. Open-ended questions allow respondents to put their answer into their own words. Open-ended questions often reveal more than closed-ended questions because respondents are not constrained in their answers. Open-ended questions are especially useful in the exploratory stages of research, while closed-ended questions are easier to interpret and tabulate. See Appendix III and Appendix IV for samples of closed-ended and open-ended questions and their various forms.

When wording the questions, you should used simple, direct, unbiased wording. The questions should also be pretested with a small sample of respondents before they are included in the questionnaire formally. Sequencing of questions is also very important. The lead questions should create interest and the difficult or personal questions should be asked toward the end so that respondents don't become defensive. The questions should follow a logical sequence.

There are two requirements for any survey: (1) validity (how well responses to questions measure what they are supposed to measure), and (2) reliability (whether the questionnaire can produce consistent results if administered repeatedly).

Mechanical devices are not used as frequently in marketing research as in other areas of research. However, the following examples can be employed. Interest and emotion aroused in a respondent by an add or picture can be measured with galvanometers which pick up the minute degree of sweating that accompanies emotional arousal. The tachistoscope flashes ads to subjects with exposure intervals. After each exposure, the respondent describes what he or she can recall about the ad. Eye cameras study respondent's eye movements to see where the eyes land first and how long they linger on items. The audiometer is attached to televisions to record when the set is on and to which channel it is tuned.

SAMPLING PLAN

The sampling plan must be completed when doing a research project and involves three decisions:

* the sampling unit - the target population which is to be surveyed
* the sample size - the number of people to be surveyed (Large samples give more reliable results than small samples; however, samples of less than 1 percent of the total population can often provide reliable information if a proper sampling procedure is used.)
* the sampling procedure - how the respondents will be chosen (A probability sample of the total population is drawn to get a representative sample. Probability samples allow for the collection of confidence limits for sampling error.)

There are three types of probability samples: (1) simple random sample - every member of the population has a known and equal chance of selection, (2) stratified random sample - the population is divided into mutually exclusive groups (like age group) and random samples are drawn from each group, and (3) cluster (area) sample - the population is divided into mutually exclusive groups (such as blocks). The assumption is that these clusters are representative of the population as a whole, then a census of one or more clusters is performed until the desired sample size is reached.

When the cost or time involved in probability sampling is too high, researchers will take nonprobability samples. These can be useful even though the sampling error cannot be measured. There are three types of nonprobability samples: (1) convenience sample - the most accessible population members are selected as respondents, (2) judgement sample - the researcher uses his or her judgement to select respondents, and (3) quota sample - a prescribed number of people in each of several categories is found and interviewed.

CONTACT METHODS

There are three basic ways in which to contact subjects to participate in a survey. They are mail, telephone and personal interview. Regardless of the way in which you conduct your survey, be sure to pretest the questions that you will be using.

MAIL

Mail questionnaires are the most commonly used. Mail survey advantages: they are the least expensive and put less burden on respondents (they can complete them when they have the time); they give a greater assurance of anonymity (respondents are more willing to provide socially undesirable responses); there is no opportunity for the respondent to be influenced by an interviewer; they require the least manpower and skill to administer; and they eliminate the need for training interviewers. Disadvantages: they require simple and clearly worded questions; response rate is usually low and/or slow; mail surveys lack flexibility (misunderstood questions can't be clarified); questionnaires may be returned incomplete; time frame of at least 2 months is required to complete a mail survey.

TELEPHONE

Telephone interviewing is also popular. Advantages: data can be gathered rapidly, cost is lower than personal interview (higher than mail), the interviewer is able to clarify respondent questions, response rates are higher than with mail, respondents and interviewers remain anonymous. Telephone drawbacks are that only people with telephones can be interviewed, the interviews must be short and not too personal, interviewers don't have control (respondent can be distracted or hang up), and you can't use visuals, checklists, or multiple response answers.

PERSONAL INTERVIEWS

Personal interviews are the most versatile. Advantages: response rates are higher than for other approaches, visual materials can be used, the interviewer is able to ask more questions and make additional observations about the respondent to include body language. Disadvantages: this method is the most expensive, requires the most planning, and is subject to interviewer bias. There are two forms of personal interviews: (1) arranged, where respondents are randomly selected and asked to grant an interview, and (2) intercept, which involves stopping people in public, say a mall, parking lot or street corner. Obviously, the main drawback of the intercept interview is that it is a nonprobability sample.

SAMPLE SOURCES

Appropriate samples can be obtained through the Civilian Personnel Office (can give civilian strength by grade, activity, social security number, age, education, job series, or gender), SIDPERS (military mainframe database, can give military strength by status, unit, social security number, rank, MOS, and gender, along with dependent information), Housing Office/ Billeting (can give totals of quarters, family dwellings, civilians on TDY, and permanent party military on the installation), Officers' Club Member database (can give name, address, retiree status, and rank), regional retiree listing (lists retirees by area and zip code along with name and address), AAFES (uses DEROS - Defense Eligibility Enrollment System; can give market population for military, dependents, and sponsors sorted by zip code), Reserves, E-mail, Installation Resource Management Office (reflects strength of installation per activity for civilians and military with family members on/off post, and contract employees).

DATA COLLECTION

The next phase in the research process, the collection phase, is generally the most expensive and the most liable to error. There are four main problems involved with surveys:

* respondents may not be home and will need to be recontacted or eventually replaced
* respondents may refuse to answer
* respondents may give false or biased answers
* interviewers may be biased or dishonest

Methods being used during the collection phase are rapidly changing. One scenario could include a professional interviewer drawing telephone numbers randomly using WATS lines, (which means the firm has already paid the phone company so that it can make the calls at low cost), then when the phone is answered, the interviewer asks questions read from a cathode ray tube (CRT), and the interviewer then types the answers into the computer using a data-entry terminal. This whole procedure eliminates editing and coding, reduces errors, and saves time. Interactive terminals are also being used. Persons willing to respond to questions sit at a terminal, read the questions from the CRT, and type in their answers.

ANALYZING THE DATA

The next step in the research process is analyzing the gathered information. The researcher tabulates the data and develops one-way and two-way frequency distributions. Averages and dispersion measures are then determined. The following measures can be used: the mean (average) should be used when response categories are fairly close, the median (midpoint of a series of equally spaced values) should be used when the response values are fairly close, the mode (responses are clustered at one or a few response values) should be used when data clearly indicates one or two preferred values, a range (the difference between the highest and lowest values) should be used when values are fairly evenly distributed, a percentage (number of particular responses relative to all responses) should be used when there are variations in the response values or when categories are not mutually exclusive. For more in-depth analysis, there are several advanced statistical techniques that can be used such as multiple regression analysis, discriminant analysis, factor analysis, cluster analysis and conjoint analysis.

MAJOR PRESENTATION

Major findings that are relevant to the marketing decisions that need to be made are then presented by the researcher. The researcher should not try to overwhelm with a lot of numbers and fancy statistics, but be sure to keep the findings in easy to understand terms that can be acted upon. Be sure to give information in the final report, not just data. The researcher must include conclusions and recommendations. Be to the point, use graphics where possible, and be sure that the report is free of grammatical and typographical errors.

When writing the report, determine who your reader will be (what technical level they will be able to understand; if they're a number, picture or word person; and what attitude they may have towards the research project); determine what the reader knows about you (your skills, experience and understanding of the project); determine what the report is expected to accomplish (facts only, analysis and interpretation, recommendations). Be sure to use an action close and end on a positive note.

In general, there are five overall characteristics of good marketing research: (1) use of the scientific method - careful observation, formulation of hypotheses, prediction, and testing; (2) use of research creativity; (3) use of multiple methods; (4) interdependence of models and data; and (5) measurement of value against cost of information.

TRIENNIAL NEEDS ASSESSMENTS

Army installations are required to conduct assessments of Morale, Welfare and Recreation (MWR) program needs every three years. Components of this Triennial Needs Assessment (TNA) include market analysis (demographic profile, usage, financial information, competition, strengths and weaknesses, etc.), trends, facility inventory, installation profile and a patron survey. It is important to stress that the patron survey is only a portion of the total TNA, and is the most research intensive part. The objective of the patron survey is to obtain the opinions, perceptions, attitudes and desires of patrons concerning installation MWR offerings. Areas of questioning include: frequency of usage, usage vs. non-usage and reasons for non-usage, intention to participate, likelihood of participation, level of performance, level of satisfaction, improvements needed, new programming desires, value/importance of facilities/activities, best time to participate, and demographics. Surveys will be conducted using random samples of active duty military, spouses, retirees, and civilian personnel supported by the installation.

When planning a survey project at your installation, whether it is the TNA or any other kind of survey, there are a number of things that need to be taken into account. First of all, you need to introduce the plan to your Commanding Officer, Marketing Director and others from whom you need support and assistance. Planning the project then includes ordering supplies, writing the cover letter for surveys, developing the survey questionnaire instrument, and selecting the people to be surveyed. You should also plan some sort of incentive for respondents, such as coupons for a free activity, program or meal on the installation.

Properly planning the project involves setting a survey schedule or timetable along with a list of task responsibilities and personnel responsible for completing those tasks.

At most installations it would be both impractical and expensive to survey all personnel eligible for MWR facility use; therefore, a random sample of the population is taken and used to make generalizations about the entire community. This method, if done correctly, should provide the same results that would have been obtained had a census (survey of the entire population) been taken.

DETERMINING SAMPLE SIZE

The first step in determining sample size is gathering demographic information about potential respondents in the target population. You will need to find the total number of active duty military, spouses, retirees and DoD civilians at your installation. From this information, you will take a stratified random sample - having broken down the total population into its distinct parts and sampling from each different section. This is necessary due to the small military populations at most AMC installations - you need to break them out in order to get a large enough military sample from which to draw conclusions.

The size of the sample in each population segment is dependent upon the number of people in that segment. In general, if the population is small, the percentage is large, and if the population is large, the percentage is small. The following chart can be used to determine sample size:

# in population segment	% to sample
Under 200	100
201-500	50
501-1,000	40
1,001-3,000	30 (but no more than 700)
3,001-6,000	25 (but no more than 1200)
Over 6,000	20 (but no more than 2000)

There are three Army automated personnel data bases that can be used as sources for selecting population segment samples. These are the Standard Installation/Division Personnel System (SIDPERS) which is used to select samples of active duty military and their spouses, the Retired Army Personnel System (RAPS) which is used to select samples of retirees, and the Army Civilian Personnel System (ACPERS) which is used to select samples of DoD civilians. The SIDPERS and RAPS are managed by the installation Directorate of Information Management (DOIM) and ACPERS is managed by the Civilian Personnel Office (CPO).

Computer sampling is preferred. When pulling the list of possible participants, select a number from 0 to 9, then pull the names based on social security numbers with this last digit. Then to randomly select, you would choose every nth name on the list (example: if there were 500 total officers and the sample size is 50, you would choose every 10th name (500/50)). To decide which name to begin with, a random number table can be used.

Please remember, the number of surveys that you send out will not be the number that is returned to you. Generally, response rates fall somewhere in the 25-50% range for mail surveys. You may want to pad the sample size numbers before pulling the names if your installation has had poor response rates in the past. Getting more than the original number of surveys planned will never be a problem, but receiving less than the required sample size will be.

Timeliness and planning are essential in the supply side of the survey process. You need to plan for reproduction of the survey instrument, address labels, coupons, envelopes, and post cards. You may want to consider color coding the surveys by population segment before mailing, as it may be possible for one person to be on more than one list (i.e., someone could be both a spouse and a DoD employee). Therefore, it will be better to color code the surveys and diminish the possibility of confusion if the respondent marks more than one box on the status question. Keep in mind that for civilian employees, military and spouses living on base it is best to use the on-post mail system (but remember to coordinate with the mail room), for those respondents living off post it will be necessary to provide them with a postage paid return envelope (this will increase the likelihood of their responding).

The level and degree of support obtained for the survey project will affect the rate and quality of responses. A sincere request from the installation Commander will have a definite motivational impact on respondents. This request should be put in the form of a cover letter supporting the survey and signed by the Commander.

The cover letter should include the purpose of the survey, the promise of confidentiality of responses, the support from the post command, a list of the benefits to the respondent for completing the survey, and the importance of quick response. (A sample cover letter is attached at Appendix V.)

Once the project has been planned, let the installation community know what's going on. Publicize the survey by using flyers, ads in the installation newspaper, newsletter, or bulletin, etc. The public affairs office and the marketing specialist will be especially helpful here. This will inform the community and also may boost your response rate. Another way to increase the number of surveys returned is to mail follow-up postcards one week after sending out the survey. (A sample postcard is attached at Appendix VI.)

When the completed surveys are returned, be sure to review them to ensure that they are completed correctly. The surveys will then need to be sent for data entry, tabulation and analysis. This can be completed by a research firm in your area. You can consult the 1992 GreenBook, 30th edition, published by the American Marketing Association, New York Chapter, for an international listing of marketing research companies listed geographically, by specialty and alphabetically. Other sources for data entry, tabulation and analysis include colleges or universities in your area - contact the marketing department for prospective professors and/or students.

Command briefings, staff briefings and support group briefings should be completed both before the project begins and after the analysis of the patron survey has been completed.

SUMMARY

In summary, research is very important at every level. The need to understand your current customers and their likes and dislikes and the need to understand how to draw the customers that you currently aren't getting is imperative in any kind of business today. Research helps to eliminate the guess work in the decision making process and also enables us to more confidently create and evaluate our products, services, advertising and marketing programs. The bottom line is that research helps us to better understand our market and to provide our customers with what they want, thus improving their satisfaction and our profits.

APPENDIX I

Types of Research

Advertising Research
- Motivation research
- Copy research
- Media research
- Studies of ad effectiveness
- Studies of competitive advertising

Business Economics and Corporate Research
- Short-range forecasting (up to one year)
- Long-range forecasting (over one year)
- Studies of business trends
- Pricing studies
- Plant and warehouse location studies
- Acquisition studies
- Export and international studies
- MIS (management information system)
- Operations research
- Internal company employees

Corporate Responsibility Research
- Consumers "right to know" studies
- Ecological impact studies
- Studies of legal constraints on advertising and promotion
- Social values and policies studies

Product Research
- New-product acceptance and potential
- Competitive-product studies
- Testing of existing products
- Packaging research: design or physical characteristics

Sales and Market Research
- Measurement of market potentials
- Market-share analysis
- Determination of market characteristics
- Sales analysis
- Establishment of sales quotas, territories
- Distribution-channel studies
- Test markets, store audits
- Consumer-panel operations
- Sales compensation studies
- Promotional studies of premiums, coupons, sampling deals

Source: Reprinted from Dik Wareen Twedt, ed., 1983 Survey of Marketing Research (Chicago: American Marketing Association, 1983), p. 41.

APPENDIX II

Secondary Sources of Data

Internal Sources

Profit-loss statements, balance sheets, sales figures, sales-call reports, invoices, inventory records, and prior research reports.

External Sources

Government Publications

Statistical Abstract of the U.S., County and City Data Book, U.S. Industrial Outlook, Marketing Information Guide, Business Statistics, Census of Population, and Vital Statistics Report.

Periodicals and Books

Business Periodicals Index, Standard and Poor's Industry Surveys, Moody's Manuals, Encyclopedia of Associations, Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, Advertising Age, Sales and Marketing Management, Business Week, Fortune, Forbes, and Harvard Business Review.

Commercial Data

A.C. Nielsen, Information Resources, Inc., Simmons Market Research Bureau, Audit Bureau of Circulation, Arbitron, and Dun and Bradstreet.

CLOSED-ENDED QUESTIONS

NAME	DESCRIPTION	EXAMPLE	
Dichotomus	Questions offering two answer choices	Are you a member of the NCO Club?	Yes No
Multiple Choice	Qestions offering three or more answer choices	On average, how often do you go to the arts and crafts building?	One a week 2-3 times a week Once a month Less than once a month Never
Likert Scale	Statement with which respondent shows amount of agreement/disagreement	The O'Club gives better service than restuarants in town.	Strongly disagree Disagree Neither agree/disagree Agree Strongly agree
Semantic Differential	Scale between two bipolar words	The gold course is:	Large . . . . Small Modern . . . . . . Old fashioned
Importance Scale	Scale rates attribute	The bowling center is:	Very important Somewhat important Not too important Not at all important
Rating Scale	Scale rates attribute importance	Would you say the NCO Club service is:	Excellent Good Average Below average Poor
Intention to Buy	Scale describes intent to buy	If the pool offered swimming lessons, I would:	Definitely buy Probably buy Not sure Probably not buy Definitely not buy

OPEN-ENDED QUESTIONS

NAME	DESCRIPTION	EXAMPLE
Completely Unstructured	Question answered in unlimited number of ways	What is your opinion of the Gold Course?
Word Association	Words are presented and respondents give first word that comes to mind	Army Installation Gym
Sentence Completion	Sentences are completed by respondents	When I decide where to eat, the most important consideration in my decision is ...
Story Completion	Stories are completed by respondents	I went to the bowling center yesterday and I noticed the ...
Picture Completion	Respondents fill in empty word balloons in a picture	Picture could not be transferred.
Thematic Apperception Tests (TAT)	Respondents make up a story about a picture	Picture could not be transferred.

APPENDIX V

Dear ________________ Community Member:

The Directorate for Personnel and Community Activities is committed to providing quality service to YOU, our customer. This means that we wish to be timely and responsive to your needs, and that your personal satisfaction with the services you receive from our Morale, Welfare and Recreation (MWR) programs is of great importance to us.

In order to meet this goal, we need to know those things that you think we are doing well, and those areas where you feel we need improvement. We're also interested in discovering if there is a need for other activities that may not currently be provided.

You can help us provide improved service by taking a few moments to complete the enclosed survey. This survey is designed for you to evaluate the community support and recreation programs and services at _________________. The results will be used to improve and enhance activities.

Not everyone at this installation received this survey. YOU were selected through random sampling techniques as one of a select sample of community residents. YOUR responses will remain confidential and ARE VERY IMPORTANT to us. Only statistical summaries will be reported. Your prompt response will be greatly appreciated. Please return the completed survey with the return address visible through on-post mail. If you do not work on __________________, please use the return envelope provided. We would greatly appreciate receiving the completed surveys no later than ___________________.

Thank you for your help. If you have any questions concerning the survey, please contact ______________________, at (   )______________.

Encl

Commander's signature

APPENDIX VI

Dear Member of the ________________________ Community:

Thank you! We'd like to take this opportunity to thank everyone for completing and returning the community needs survey.

If you haven't yet completed the survey, please take the time to do it now. We value your opinions. Only a small group of people were surveyed, so your survey is extremely important to us.

If you didn't receive your copy of the survey, or if it has been lost or misplaced, please give me a call at (_____)__________________ and I will be sure that you get another copy as soon as possible.

Sincerely,

(Type name)

APPENDIXX VII

Sources

John L. Crompton, Needs Assessment: Taking the Pulse of the Public Recreation Client, Texas A & M University.

Philip Kotler, Marketing Management Analysis, Planning, Implementation and Control, 7th Ed., Prentice-Hall, Inc., 1991.

Allan S. Mills, Don E. Albrecht, and Bruce E. Wicks, Recreation and Parks Needs Assessment Survey Manual, Texas A & M University, March 1984.

Morale, Welfare and Recreation Patron Survey Guide, Support for the Triennial Needs Assessment, FORSCOM, April 1992.

A. Parasuraman, Marketing Research, Texas A & M University, Addison-Wesley Publishing Company, June 1986.

Managing Food and Beverage Costs

To the Manager

Preventing cost of goods sold (COGS) variances in food and/or beverage operations is the best approach to eliminating the effort in futility of investigating those causes after the financial statement has been prepared. Can the Central Accounting Office (CAO) make mistakes that affect costs? Probably, however, it would be a safe bet that CAO is **not guilty** most of the time. The CAO only processes information they are sent. Preventing the cause of variances between budgeted COGS and the actual results is a management control and responsibility.

Who Should Help Prevent or Eliminate COGS Variances?

Everyone who contributes to the operating performance and staff oversight of a food and/or beverage operation shares responsibility for meeting or not meeting targeted COGS goals, among other things. All levels of Morale, Welfare, and Recreation (MWR) management share joint responsibility to ensure that all methods and procedures are implemented and monitored to reduce or eliminate potential weaknesses in the operating standards that are necessary to meet targeted costs.

What Does it Take?

Food and/or beverage operating managers should be experienced in food and/or beverage operations. They should have basic knowledge of food preparation and presentation to include an understanding of inventory control and accountability and administrative processes. MWR oversight staff should have a verifiable understanding of business principles and preferably be experienced in MWR business operations.

What is Needed to Meet COGS Expectations?

The following list shows the **basic operating strategies** necessary to meet or exceed expected COGS targets in food and/or food and beverage operations:

Management And Staff Properly Trained
Accurate Standard Recipes/Recipe Cost Cards Developed and Used
Accurate Product Yield/Can Cutting Tests Conducted
Portion Control Methods and Procedures Implemented
Accurate Menu Selling Prices Developed
Food Production Worksheets Used and Analyzed
A Scatter Sheet System Used Daily
Menu Sales Mix Monitored
Purchase Invoices Reviewed for Accuracy
Consistent Transfers Between Activities
Spoilage and Waste Controlled
Theft and Pilferage Controlled

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Training Brief No. 19
An HQ AMC Publication

Inventory Control And Accountability Maintained
Accurate Monthly Inventories Conducted
Late Submission Of Purchasing Documents To CAO Eliminated
Employee Meal Program Implemented and Monitored
Management Information System (MIS) Implemented

The following information briefly discusses each element on the preceding list. The list can be used as a guide or checklist to review food and/or beverage operating activities to improve operating results.

MANAGEMENT AND STAFF TRAINING REQUIREMENTS

A. Management Staff
1.** Community Operations Courses through CFSC
2.** Basic Management Course through CFSC
3.** Food and Beverage Management Course through CFSC
4.** Club Management Operations Course through CFSC
5. Financial Management & Operations Training provided by AMC
6. Self-directed individual development
7. Automation software training

B. Skill Level Staff - Cooks/Foodservice Workers
1. Previous job experience
2. Structured On the Job Training (OJT)
3.** Food and Beverage Management Course through CFSC
4.** Full Service Culinary Skills Course through CFSC
5.** Fast Food/Snack Bar Skills Course through CFSC
6.** Catering Skills Course

C. Skill Level Staff - Wait Staff/Bar Staff
1. Previous job experience
2. Structured On the Job Training

** Course outline and application instructions are contained in the Community and Family Support Center (CFSC) Course Catalog.

STANDARD RECIPES/ RECIPE COST CARDS

1. Determine the **amount** of each ingredient.
2. Establish a **cost** for each amount of ingredient.
3. Establish a **total cost** of all ingredients.
4. Establish the basis for **portion control**.
5. Establish the **basis** for establishing **selling prices**.
6. Maintain product **consistency.**

Do not include supply costs, i.e., take-out containers, napkins, etc., in food cost. These items are not food. If you can't eat it, it's not part of the food cost/COGS.

Standard Recipes are necessary for all food and beverage menu items to include food prepared in batches, such as beef stew. Each ingredient has a determinable cost that must be considered. The total cost of a recipe must consist of each separate ingredient cost plus an additional 10 percent of the total cost to capture certain condiment and preparation costs. **If you don't have Standard Recipes you can not, in most cases, achieve the expected or projected COGS except through pure luck.**

PRODUCT YIELD/CAN CUTTING TESTS

Accurate yield and can cutting tests provide the information necessary for calculating accurate costs and selling prices by taking into consideration the true cost of the product from the purchase stage to the amount of product that is available for sale. Product yield tests measure the **loss** of total usable product through processing, i.e., shrinkage, resulting from cooking, peelings discarded from fruits and vegetables prior to use, liquid evaporation, etc. Product yield testing can provide information to consider when deciding to purchase pre-prepared food items (pre-cooked meats, prepared soups, and pre-processed fruits and vegetables) or employ in-house preparation processes. Can cutting tests provide a simple method to compare the quantity, quality, appearance, and cost of one product compared to a similar product. The can cutting process consists of physically testing and observing the quantity, quality, and appearance of products such as canned or frozen food items. **If you don't consider the yield/usable amount of products available for sale, cost and selling prices will not be accurate.**

PORTION CONTROL

Portion control standards provide a consistent and defined measurement in both the preparation and dispensing of food and/or beverage such as size (small, medium, large, jumbo) and quantities (1 each, 1 oz, 1 lb, 1 #12 scoop), etc. In many cases the operating manager develops, implements, and monitors portion control standards. Operating managers may personally train foodservice staff or delegate the responsibility for portion control training to staff members such as the kitchen manager, lead cook, or other responsible and knowledgeable foodservice staff members. **Any deviation from the defined portion control standards of a product will affect the product cost, selling price, product consistency, and gross profit margin.**

MENU SELLING PRICES

The selling prices of food and beverage menu items is the prime source for producing income and profit objectives. The target COGS can not be met if selling prices are inaccurate, which can result from neglecting the use of

Standard Recipes, weak portion control standards, uncontrolled waste, spoilage, theft and pilferage of resale merchandise, or by using the incorrect mathematical formula.

FOOD PRODUCTION WORKSHEETS

Food Production Worksheets (FPWs) are necessary to control the amount of food/menu items prepared, served, and left-over. They are usually used for items prepared in batch quantities. The use of FPWs reduces potential for food spoilage and waste through over-preparing and can help eliminate excessive inventory. FPWs can also provide an audit trail for inventory accountability in conjunction with Scatter Sheets.

DAILY SCATTER SHEETS

Daily Scatter Sheets, which can be either manual or automated, track the number of each menu item sold. Scatter Sheets can cover not only each day's business, but also can be reconciled weekly, monthly, quarterly, and annually. The sheets should reflect menu item name, cost and selling price.

These sheets provide a basic tool for determining COGS and sales accountability analysis, and are the basic analytical tool for determining the popularity of menu items for revising menus to reduce waste, spoilage, and excessive inventory. Scatter Sheets should be used to provide COGS data to support a daily Management Information System (MIS).

MENU SALES MIX

Menu sales mix identifies the different menu items sold and their related and different COGS. Menu items should be fairly and competitively priced. Therefore, the items can not be priced on a straight line percentage basis. A targeted/budgeted COGS goal of 35 percent may have a spread of 15-45 percent within the menu item mix available for sale. As an extreme example, soft drinks are a prime profit item that should have a 15-20 percent COGS. Seafood, i.e., lobster tail would not sell at the soft drink COGS percentage. To make Lobster tails sell, a 45 percent COGS would be likely for that item. Monitoring menu item sales mix identifies problems that could occur when high COGS items significantly outsell low cost items and overpower the targeted COGS goal. Another prime example of high COGS products affecting targeted COGS objectives occurs in bar operations when bottle beer sales out-sell draft beer and distilled spirits.

PURCHASE INVOICES

All merchandise purchased for use or sale (food, beverages, supplies, etc.) are customarily assigned to a Department Code and General Ledger Account Code (GLAC) for accounting and financial statement purposes, i.e., Department 11 Dining Room, GLAC 401 COGS Purchase, etc. When merchandise is received, invoices should be reviewed and annotated as necessary to ensure that the items listed are charged to the proper department and GLAC. In some instances, vendors will commingle food items and supplies on the same invoice. If the food and cleaning supplies are not separated on the invoice by department, GLAC, and amount of dollar expense for each element, prior to submission to the CAO, it is likely that the CAO may charge/enter the entire invoice to one department and/or GLAC. If the COGS for supplies are charged to the COGS GLAC for food, the actual COGS/food cost will be distorted and inaccurate. CAO personnel are accounting technicians/accountants and may not be familiar enough with food and beverage operations to distinguish all food, bar, and supply items.

TRANSFERS BETWEEN ACTIVITIES (TBAs)

Transfers between activities are not only used when moving goods from one facility to another, but also within and between the activities located in one facility. Goods purchased for sale in a food and beverage operation may be initially designated at the CAO to be charged to a specific department upon receipt, i.e., food items to Department 11, GLAC 401 COGS Purchases. Some of these food items may be needed and used in the bar activity, i.e., oranges, lemons, limes, olives, etc. If the items used in the bar are not properly transferred from the dining room to the bar through written documentation and submitted to the CAO, the COGS in the dining room and the bar operation will be distorted on the financial statement. Transfers Between Activities (TBAs) are required for all merchandise initially charged to one facility/department/activity and used in another.

SPOILAGE AND WASTE

Spoilage of food usually occurs through the malfunction of refrigeration equipment and in some cases cooking equipment. Food spoiled as a result of over-preparation and left-overs should not be considered spoilage, although this is a common practice. Waste generally is the byproduct of processing foods from the raw state to the edible or serving state. Food that spoils or that is lost through the preparation process, has a purchase cost that will be charged against an activity COGS unless the appropriate transfer action is taken. In addition, excessive inventory, especially perishable foods or foods with a short shelf life, can spoil and contribute to negative impacts to COGS through spoilage. Therefore, the accountability of all waste and spoilage through consistent monitoring and documentation is necessary to maintain an accurate and undistorted COGS. A system for monitoring and documenting food waste and spoilage should be implemented in all food and beverage operations/activities.

THEFT AND PILFERAGE

Theft and pilferage of merchandise can be incurred and undetected for long periods. Employees may not consider or perceive taking or consuming merchandise or other products as theft. A good example of "innocent" theft is taking left-overs because they are going to be discarded. That may be innocent, however, food intentionally over-prepared for their leftover value is no longer innocent theft. Safeguards to protect assets must be implemented from the receipt of goods from the vendor to the consumption by the customer. Common access of storage areas by all employees and vendor delivery personnel presents a weakness in inventory accountability, control, and responsibility. Goods delivered by vendors should be received by personnel familiar with food and beverage products, and the delivered merchandise should be compared to the documentation for the merchandise ordered. Products, especially perishable goods, should be checked for condition such as quality, breakage, etc. Food items purchased by weight should be weighed prior to acceptance and the invoice amount compared to the actual amount. Any deviations to weight comparisons should be noted on the invoice immediately for credit. Case or boxed merchandise, i.e., meats, canned goods, etc., should be inspected to ensure case quantity is intact and has not been tampered with during the transportation process. Cases or boxes that have missing items should be noted on the invoice and credit should be given. Immediately after a delivery has been received and checked, all merchandise should be secured in its proper storage area. Merchandise accepted and not physically checked against delivery invoices, and then left unattended in an obscure receiving area of a facility could result in goods being paid for that were not delivered or possibly stolen. This negligence would negatively affect the COGS target.

INVENTORY CONTROL AND ACCOUNTABILITY

Control and accountability of inventory starts with the receipt and storage of the merchandise. Maintaining control and accountability using manual Stock Record Cards or computer software is needed to track inventory from its initial storage points, through the preparation process, to the sale. Storage areas should be secured under lock and key and accessed by specifically authorized staff members. Keys for storage areas should be controlled. Merchandise removed from storage areas should be documented on inventory issue or transfer forms and stock records should be updated. Inventory control and accountability could be further supported by maintaining adequate stock levels without over-stocking. Inventory levels should be based on need, with par-stock levels established to control the need. Inventories should also be maintained at manageable levels to reduce waste and spoilage and eliminate encumbering resource dollars needlessly. Weak inventory control and/or accountability jeopardizes COGS targets and profitability.

MONTHLY INVENTORIES

The accuracy in end of month physical inventories contributes significantly to accurate COGS results. The process of conducting an accurate inventory is dependent on neat and organized storage areas, current inventory item prices, and individuals familiar with the goods to be inventoried. Errors in monthly inventory occur when inventory stock levels are excessive, storage areas are in disarray, or individuals conducting the inventory are unfamiliar with inventory items and product packaging and their contents, etc. End of month inventories should be conducted by a team of two, with one individual identifying the item and indicating the quantity, while the other writes the information on the inventory form. The team approach to taking inventory will usually result in fewer errors and more timely completion.

PURCHASING DOCUMENTS TO CAO

Purchase expenses are part of the calculation to determine COGS. These expenses are usually indicated on delivery slip/invoices for merchandise purchased, received, and used by operating activities. The receiving documents are part of the many documents produced in an operation that become accounting source documents. Invoices, in conjunction with TBAs that document merchandise and dollar expenses transferred to or from another activity, are an important source to support the accuracy of a monthly financial statement and for determining COGS. Accounting source documents must be submitted to the CAO within the month the expenses are incurred, for entry into the accounting system for that period. Purchasing documents not sent to the CAO for entry in the financial statement accounting period, result in errors and distortions on the financial statement such as extremely low COGS. Then, when documents are entered into the system, in the following month, the COGS will be extremely high. The timely submission of purchasing documents to the CAO must be a priority in operating activities in order to maintain consistent accuracy on financial statements and undistorted COGS.

EMPLOYEE MEAL PROGRAM

Food and beverages owned by an operating activity and consumed by employees during employee meal periods, is accountable inventory. To initiate the control of food and beverages (only soft beverages should be authorized with employee meals) consumed by employees during their meal periods/normal working hours, operating activities should have a defined and written employee meal program. The charge for employee meals is essentially arbitrary in as much as meals can be at no charge, cost, a discount off the regular price, or full retail price. The meal program should specify the type of food and beverages that are authorized or prohibited for consumption by employees, the meal periods, and the location where meals will be consumed. Whatever policy is implemented, the key consideration is inventory accountability to support controlling COGS. Meals consumed by employees without accountability will negatively affect COGS.

MANAGEMENT INFORMATION SYSTEM (MIS)

A MIS is a manual or automated monitoring system. The system provides information on the performance of a business or non-business program and/or activity by monitoring the variable and fixed indicators of performance (income, expenses, net income, patronage, etc.). A MIS can be used to monitor information about operating results on a daily, weekly, monthly, bi-monthly, quarterly, or annual basis. Food and beverage business operations should track operating financial results such as sales, COGS, labor, etc., on a daily basis, accumulated day to day, as a tool for comparing budgeted goals to projected actual results. The use of a daily MIS provides the opportunity to make timely operating adjustments on negative trends that will affect COGS, labor, net income before depreciation (NIBD), and profit.

The 100% Rule

To the Manager

Financial management, the budget process, ongoing analysis and program planning go hand-in-hand. With known decreases in APF and Army and Air Force Exchange Service dividends, the management process for financial matters becomes more important. Operational standards must be used. This training brief should give you pertinent information in financial management to be an effective manager.

Army NAF Cash Management Policy

Each Installation Morale, Welfare and Recreation Fund (IMWRF) must maintain self-sufficiency through a mix of Appropriated Fund (APF) and Nonappropriated Fund (NAF) resources to meet both operational and program improvements, in the short- and long-term.

Two ways in which the IMWRF can maintain self-sufficiency is 1) maintain solvency through cash flow to ensure payment of obligations, and 2) activities support IMWRF responsibility by producing income or controlling losses via the annual financial plan.

New Army financial standards starting in FY96 are the IMWRF will be assessed 2% of the Total Revenue for automatic payments to the Army Central NAFI and reinvesting 5% of the Total Revenue for Capital Purchase/Minor Construction. In future years, the Army assessment will increase to 3% and reinvestment for CPMC will be 7%.

Financial Funding Strategy

The Army Materiel Command (AMC) funding strategy is divided into three categories.

<u>Category A</u> activities are to be funded entirely by APF except where prohibited by regulation. Fees will not be charged for normal basic services, i.e., lockers, towels, pool, ping pong tables, TV/stereo use, etc. Authorized civilian employees (nonexchange patrons) can be charged a usage fee (a monthly/quarterly/yearly MWR card is recommended versus daily fees). NAF may be used for part-time employees, especially those involved in the delivery of enhanced programs. **A FY95 standard requires 100 percent of the locally determined APF requirement (approved budget) be spent to receive a "green" on the Mission Commander Scorecard**. Activities must also have a break-even NIBD in the aggregate.

<u>Category B</u> activities will use a mix of both APF and NAF based on available resources. The management team will create a financial plan for each activity.

MWR Serving America's Army
Training Brief No. 20
An HQ AMC Publication

The minimum requirement for the plan at the end of each fiscal year is the Net Income Before Depreciation (NIBD), which will meet a break-even financial posture. Fees and charges need to be established to cover direct NAF operational expenses. Exceptions to NIBD will be allowed with approval from the AMC Chief of Staff. Resale activities under Category B, i.e., autocrafts and arts and crafts, will operate as Category C activities and are not authorized to use APF resources. Incidental selling of miscellaneous supplies for activity participation is not normally classified as a resale activity. **A FY95 standard states that Category B activities must break-even (NIBD) in aggregate**. APF will not be spent in Category B activities if NAF is spent in Category A activities (excluding enhanced services and child care).

Category C consists of business activities which use NAF, except where APF is authorized by regulation. Activity fees must generate enough NIBD and must break-even to meet the activity operational requirements, as well as IMWRF short- and long-range financial needs. Resale prices should include charges for transportation and handling of inventory. These costs cannot be moved to G & A accounts within the Services Division. Each food service activity will be considered a separate cost center.

IMWRF must also operate annually within a +/- 15 percent variance (budget to actual) and execute 70 percent of their Capital Purchase and Minor Construction cash expenditure versus budget.

FINANCIAL MANAGEMENT PROCESS

The Command's direction for MWR initiates a planning process primarily to support the physical, mental and well being requirements of the authorized patrons. The planning process should begin with each manager establishing a business plan according to the Command's direction. The plan should answer the question "What is the activity baseline and what is to be accomplished?" Where there are no plans, the budget drives the program. The budget should be a supporting agent to the business and program plan. The budget process should convert program goals into funding targets. **Programs must be market driven**.

THE BUDGET IN FINANCIAL MANAGEMENT

The budget is part of the financial management process. It becomes the implementation plan during the executable fiscal year and the foundation for the fiscal year financial process. It must be continually analyzed against actual operations and revised whenever necessary to meet standards. Historically, large budget variances show lack of serious thought in developing activity budgets.

ACTIVITY MANAGER FINANCIAL RESPONSIBILITY

An AMC requirement is that each activity either control losses or generate profit to ensure a relationship to the short-term/long-term financial requirements of IMWRF. **It is up to the manager to create realistic plans**. **The responsibility of management is to control the direction of the organization's financial plan.** This is accomplished by putting all the activity "parts" together. You can't manage the "whole" (IMWRF), if you do not manage the "parts" (activities).

THE BUSINESSLIKE APPROACH

Under a businesslike approach, financial goals, individual activity budgets, analysis, etc., must be "worked" through the organization as a group. General common complaints by activity managers have been "Fund Manger never has activity managers in as a group" and "I was not aware of overall IMWRF requirements." The IMWRF consolidated budget establishes priorities within the installation community and family programs. It also assures integration of the resources.

TEAM APPROACH TO FINANCIAL MANAGEMENT

Take a team approach to financial management. Assemble all managers to discuss and accept upcoming financial requirements. Review past financial history and establish specific baselines at the macro level to meet the 100% NAF requirements.

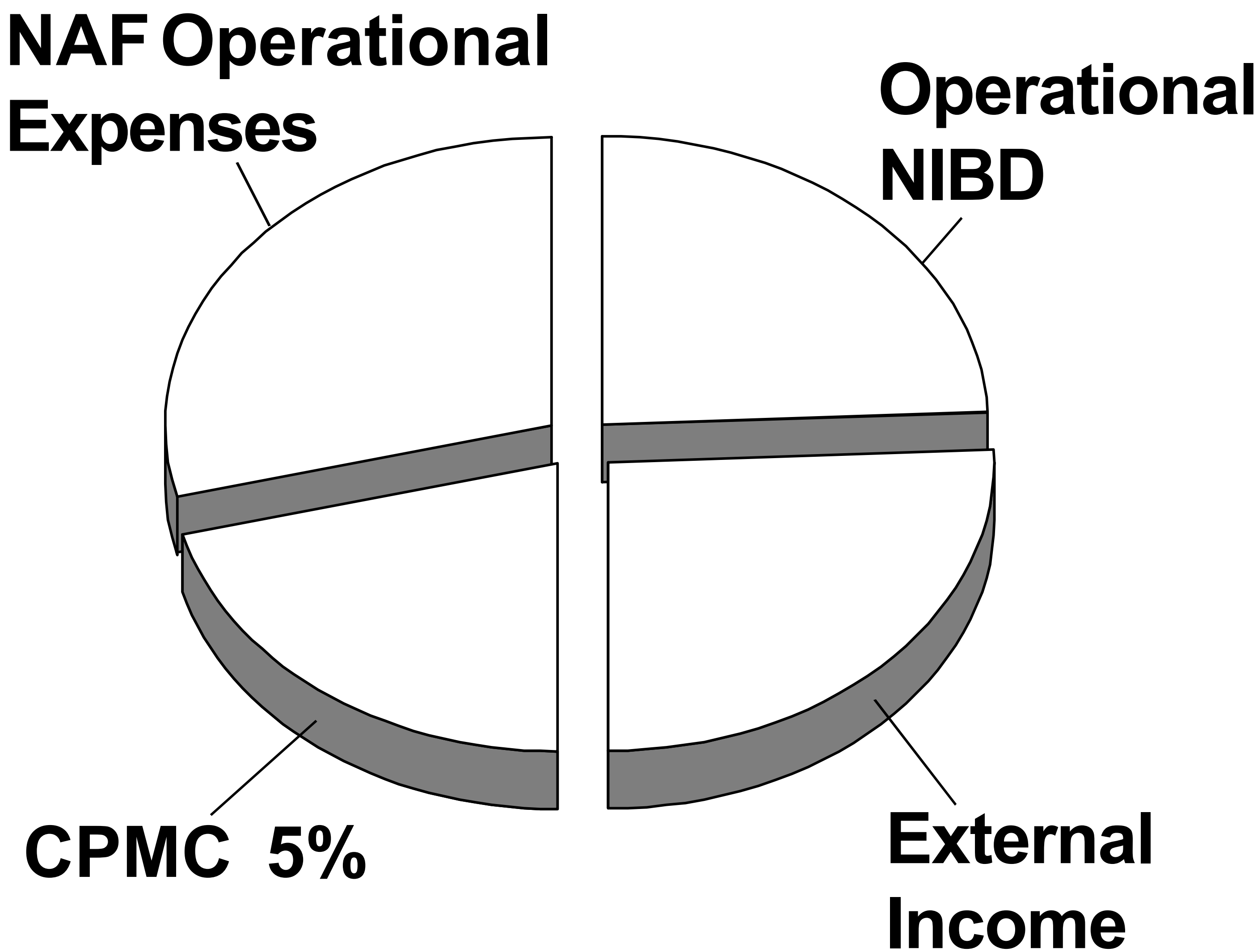
1) Work collectively to dissect the Fund into its operational parts to determine individual benchmarks. Past historical information from SMIRF and future activity goals and objectives from the business plan should be used at this stage.

2) Insure a relationship between the business plan and the draft budget with NIBD goals. Take into consideration that the budget repre sents program goals in dollar values.

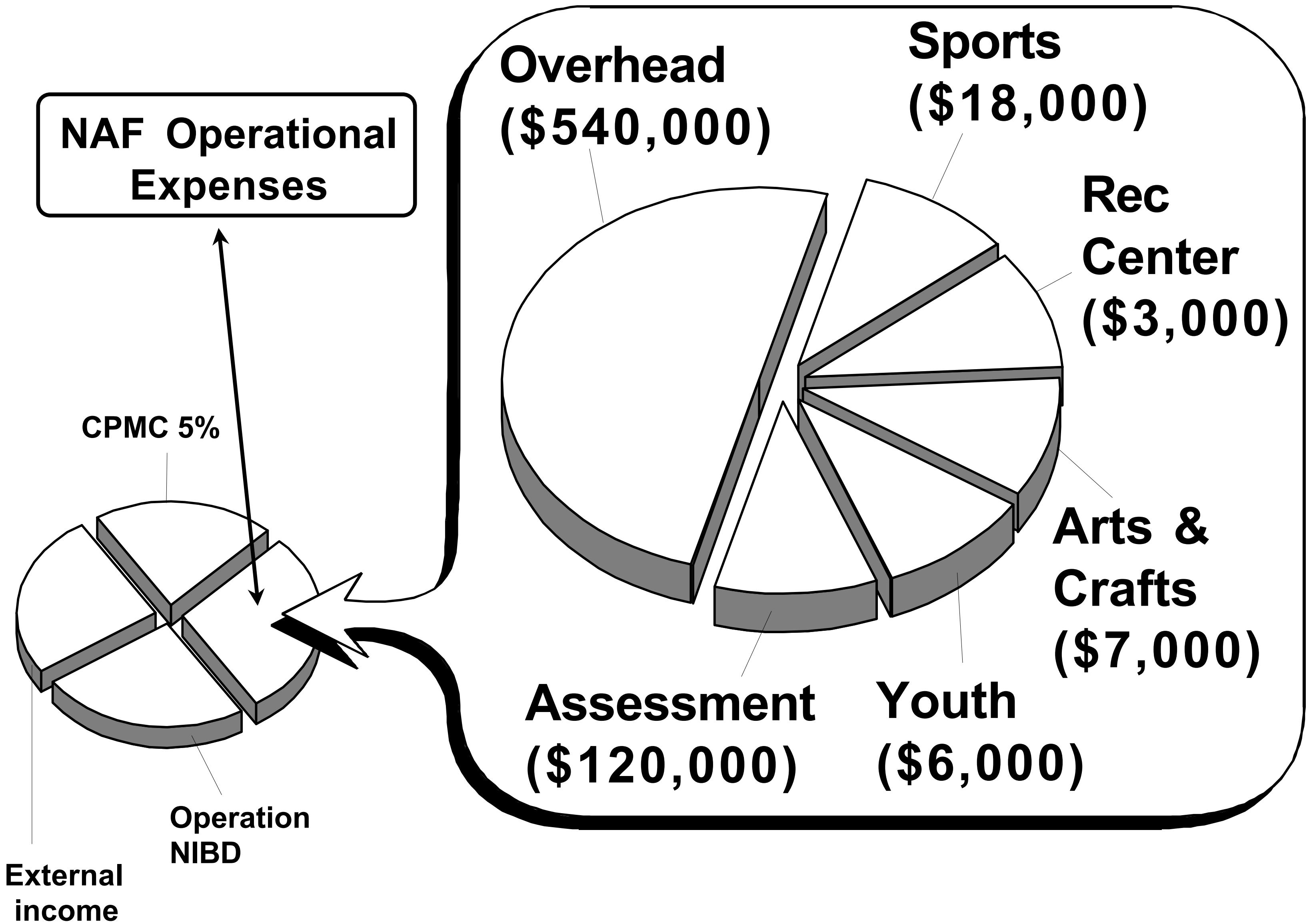
The following charts have been included for a pictoral view: 100% NAF Requirements based on Total Revenue, 100% NAF Requirements based on $6M Revenue From Users, 100% NAF Requirements based on Other Income, and 100% NAF Requirements based on Revenue Generators. These charts should give you a clearer picture of financial management. Use the "Simple Income and Expense Worksheet" at the end of this training brief in conjunction with other activity managers' inputs to prepare your next evolution of the budget. An example has been included. You will see how the team approach to financial management will help in coordinating a realistic budget.

100% NAF REQUIREMENTS

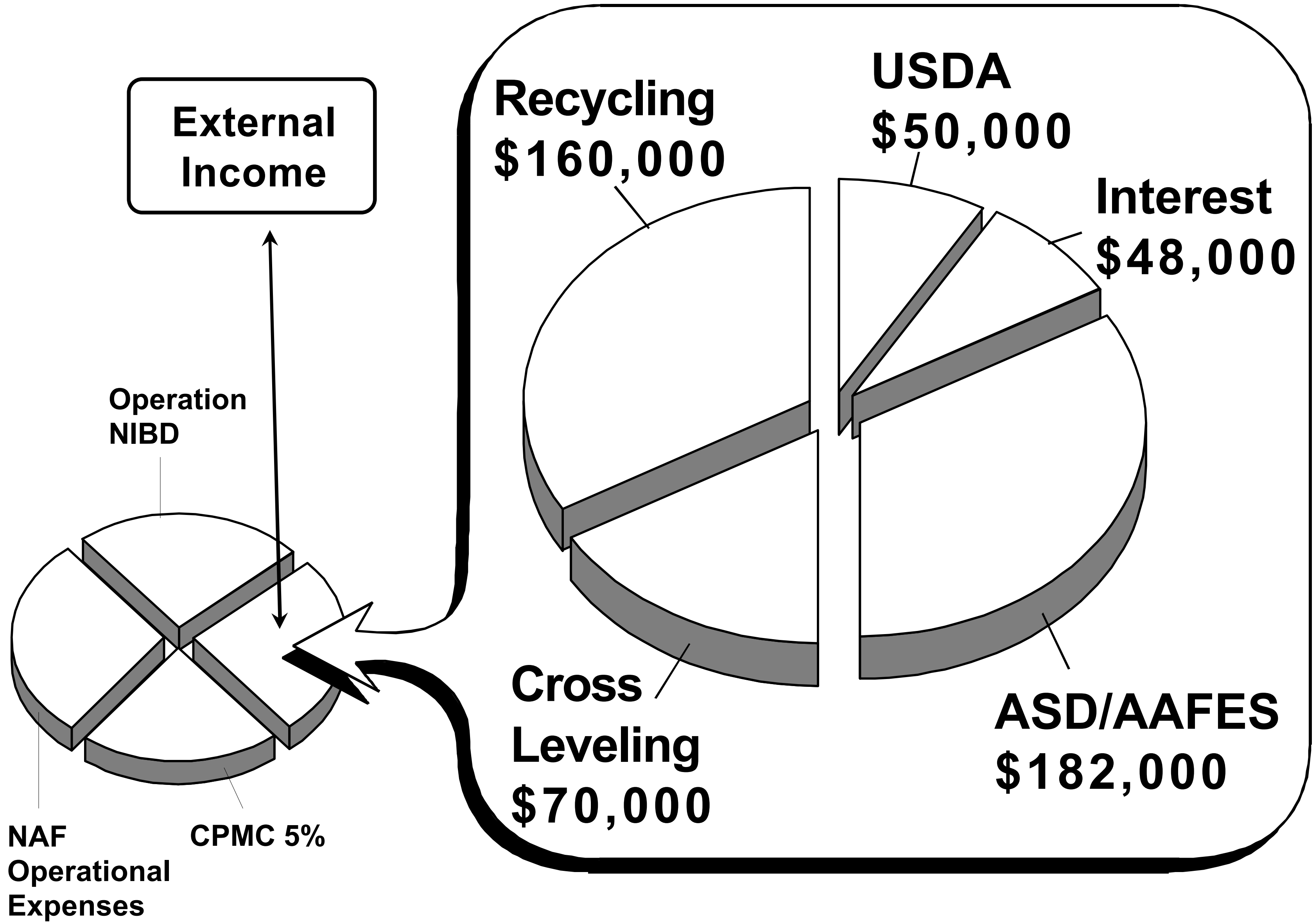
(Based on Total Revenue)



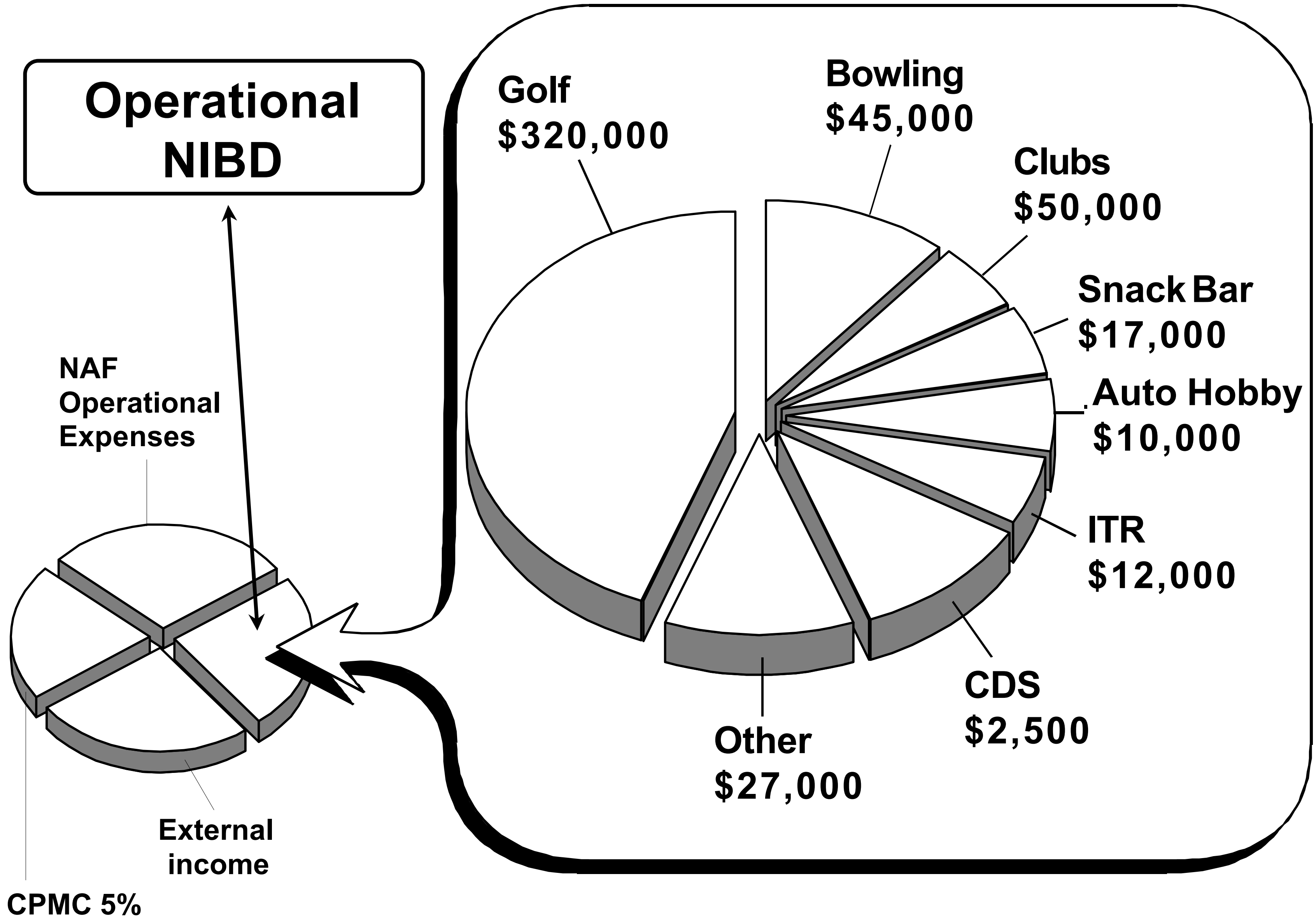
100% NAF REQUIREMENTS
(Based on $6M Revenue from "Users")



100% NAF REQUIREMENTS
(Based on Other Income)



100% NAF REQUIREMENTS
(Based on Revenue "Generators")



THE WRONG APPROACH

Most managers state they build unrealistic budgets. It is not the budget that is wrong, but the approach. They develop the budget to meet the financial standards, but then cannot execute the plan. The ADCFA/Fund Manager must insure a strong correlation exists between business plan objectives, the budget, past historical information, and past performance (predicted versus actual). Any activity having a greater than 15% variance between planned FY and past actual execution needs definitive explanation for such a large change - especially when past execution has been fairly constant.

FINANCIAL MANAGEMENT ANALYSIS

Ongoing analysis is a critical part of managing the financial plan. All the parts (various activities), in relation to the financial management analysis, are then managed by the ADCFA/Fund Manager. Analysis allows for identifying and resolving problems to stay within tolerance. The trend analysis shows specific patterns, such as increasing labor cost and decreasing sales. Theses types of analyses shows that something is happening. Managers must study all aspects of the program and make adjustments accordingly. Adjustments could be short-term or long-term, however, they need to be documented and coordinated with the staff to allow for correct implementation. In some instances, customers need to be aware of the changes in advance.

IN SUMMARY

The cash management process requires financial management at the activity level. Activity managers need to be more aware of the financial posture of their activity in relation to the requirements in order to develop a comprehensive financial plan. Think realistically and take action to accomplish goals that you have helped create. Also, an ongoing relationship between the ADCFA, the Fund Manager and each Activity Manager to coordinate all actions.

SOURCES OF DATA

There are several sources of data available to assist the manager in controlling and directing the financial plan: the AMC Local Area Network (dial-up 1-800-828-8374) provides a 4 year financial data base; trend charts by activity, i.e., revenue, labor, etc.; Monthly Central Accounting reports; Major Command quarterly report; and local data, i.e. three labor reports provided by TLMS (check with your ISO for requirements).

"Simple" Income and Expense Worksheet
(Based on Total Revenue)

Anticipated Total Revenue	$6,000,000		
<u>NAF Expenses</u>			
1. NAF Operation Expenses			
• Overhead	($540,000)		
• Sports	(18,000)		
• Rec Center	(3,000)		
• Arts & Crafts	(7,000)		
• Youth	(6,000		
• Assessment	(120,000)		
		Subtotal	($694,000)
2. CPMC 5% Requirement			
	$300,000		
		Subtotal	$300,000
3. FY Cash Requirement			
		Total	$994,000
<u>NAF Income</u>			
1. External Income			
• Interest	$48,000		
• ASD/AAFES	182,000		
• Cross Leveling	70,000		
• Recycling	160,000		
• USDA	50,000		
		Subtotal	$510,000
2. Operational NIBD			
• Golf	$320,000		
• Bowling	45,000		
• Clubs	50,000		
• Snack Bar	17,000		
• Auto Hobby	10,000		
• ITR	12,000		
• CDS	2,500		
• Other	27,500		
		Subtotal	$484,000
		Total	$994,000

"Simple" Income and Expense Worksheet
(Based on Total Revenue)

Anticipated Total Revenue $___________

NAF Expenses

1. NAF Operation Expenses
   - ____________________ ($__________)
   - ____________________ (__________)
   - ____________________ (__________)
   - ____________________ (__________)
   - ____________________ (__________)
   - 2% Assessment (__________)

   Subtotal ($__________)

2. CPMC 5% Requirement

   $___________

   Subtotal $___________

3. FY Cash Requirement

   Total $___________

NAF Income

1. External Income
   - ____________________ $___________
   - ____________________ ___________
   - ____________________ ___________
   - ____________________ ___________
   - ____________________ ___________

   Subtotal $___________

2. Operational NIBD
   - ____________________ $___________
   - ____________________ ___________
   - ____________________ ___________
   - ____________________ ___________
   - ____________________ ___________
   - ____________________ ___________
   - ____________________ ___________
   - ____________________ ___________

   Subtotal $___________

   Total $___________

Desktop Publishing

TO THE MANAGER

Whether you're designing advertisements, writing articles for newspapers and magazines, or creating your own publications such as newsletters and brochures, it is imperative that you put each of these in the best possible format to encourage readership. This training brief addresses publication planning, formatting, page layout, and also gives general tips for creating more reader friendly publications.

A NOTE ABOUT SOFTWARE

The most popular page-layout software packages available include: Aldus PageMaker, QuarkXPress, FrameMaker, and Microsoft Publisher. Choosing the right software will be determined by what kind of publications you plan to produce and by how much money you plan to spend on the software, itself. One helpful hint: talk to someone who actually owns and uses the software before you purchase it - this way, you're likely to get both positive and negative feedback (the sales representative from the software company is unlikely to give you any negative feedback).

PUBLICATION PLANNING

Your first task is to decide what you want the focus of your publication to be, since the focus will determine the features of your publication design. Factors you need to consider include: the purpose of the publication (to educate, entertain, etc.); the image you want for the publication (professional, successful, contemporary, etc.); the amount of time you have for publication design; the amount of money you want to spend on the publication; who you are designing the publication for; distribution of the publication; life expectancy of the publication; the issue of color; the issue of reproducability and faxability; how many copies of the publication will be made; and any government or installation guidelines you have to follow.

PRINTING

Two other factors to consider before actually beginning the design phase are printing and binding. The publication can be printed using a laser printer if your paper size is 8 1/2" x 11" or smaller; a photocopier if your paper size is 11" x 17" or smaller; quick printing for a fast turnaround and low price, with a maximum paper size of 11" x 17" or 12" x 18"; or commercial printing which is of higher quality, gives good photo reproduction, is good when using colored ink or glossy paper, and can accommodate paper sized 12" x 18" or larger.

BINDING

Binding determines the margins of your publication. When considering binding options, decide on the number of pages you want your publication to have, how much money you want to spend on production,

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AN HQ AMC PUBLICATION

whether or not you want the publication to lie flat when opened, durability, whether or not you will want to update the publication at a later date, how professional you want the publication to look, and the number of copies you will need. Binding options include loose-leaf binding (this can be done with either a three ring binder or drilled holes), comb or spiral binding (lies flat while being used), saddle stitching (stapled in the middle), side stitching (stapled along the inside edge of the page), perfect binding (soft cover books), case binding (hard cover books), and padding (sheets stacked and glued along the top edge of the paper).

Obviously, it is to your advantage to determine your publication plan, your printing method, and your binding method before you begin the design phase, since each of these factors will affect your final page layout.

DEVELOPING A FORMAT

The next step is developing the format of your publication. The first decision, which is page size, should already have been made when determining your plan, printing method, and binding method. When deciding page size, you also should consider your desired turnaround time.

Standard page sizes include:

a) 4" x 9" which fits in brochure racks, fits in number 10 envelopes, is easy to carry and hold, and fits in jacket pockets and purses. On the downside, only small photos and illustrations can be used, and this size may seem less important than larger possible publication sizes.

b) 5 1/2" x 8 1/2" which fits easily in 6" x 9" envelopes, is easy to carry and hold, and fits in small three ring binders. On the downside, it won't fit in a number 10 envelope unless folded, and only small photos, illustrations and tables can be used. This size may also seem less important than larger publication sizes.

c) 6" x 11" saves on postage, but can be cost-prohibitive to produce, and has less room to convey your purpose than larger formats do.

d) 8 1/2" x 11" which is fast and economical to produce, can run photos, illustrations and tables in large sizes, fits in 9" x 12" envelopes, is easy for users to file, photocopy, and fax, and fits in a three ring binder. On the downside, it won't fit in a number 10 envelope unless folded, is less convenient to carry and hold than smaller formats, and may be too big to lie flat when opened.

e) 11" x 17" which can run photos and illustrations in large sizes, and gains credibility when designed to look like a newspaper (this increases believability since people tend to believe what they read in newspapers). On the downside, pages can take longer to lay out, it must be folded before mailing or filing, it is less likely to be kept than publications in smaller formats, it is hard to photocopy, and it is too big to fax.

Note: When deciding on your format, if you will be doing a tri-fold, remember that one of the three panels must be thinner than the other two in order for the brochure to lie flat.

Your next choice is the type of paper you will use. You can use either uncoated or coated paper. If you'll be printing your publication in quantity with a laser printer or photocopier, use uncoated paper; if using commercial printing, you can use either coated or uncoated (photos reproduce best on coated stock, but uncoated stock makes for glare free reading). The standard paper weight used for publications is 60 pound, but 50 pound is acceptable (and is less expensive than 60 pound).

Research has been conducted on color and legibility (how easily individual characters can be recognized by readers) - black type on a yellow background is the most legible color combination that you can use, but black type on white background is also highly legible. Red type and a black background is the hardest to read combination, while light colored type on dark backgrounds (referred to as reversed type) is harder to read than the normal practice of using dark type on light backgrounds, and low contrast between the chosen type color and the chosen background color can also hinder legibility for readers.

If photocopyability is important to you, use paper sized 8 1/2" x 11" or smaller and always have good contrast between ink and paper. To make something difficult to photocopy, use paper sized larger than 8 1/2" x 11", use low contrast between ink and paper, or use special paper stock that's designed to be hard to photocopy.

If faxability is important to you, make sure to use paper sized 8 1/2" x 11" or smaller, have good contrast between ink and paper, and avoid using any small type sizes or delicate typefaces.

Special Note: Always get a printing estimate **before** you finish your design stage since the cost may affect your design decisions. Also, make sure your publication will meet any mailing requirements of the postage class you are planning to use.

LAYOUT GRIDS

Using a layout grid (guidelines to arrange the page) saves you time, keeps publications that will be printed again consistent, and helps create better looking, more functional publications. For layout, picas and points are used instead of inches:

12 points = 1 pica
6 picas = 1 inch

Layout can be one column (the simplest choice, but the wide lines can be difficult to read, and it's not the best choice when using photos); two columns (which is good line width for readers, but is still best with few photos); three columns (which is good for newsletters and good for photos); four columns (which works well for short stories or articles, use of small type, and works well with photos, but is not recommended for sustained reading); one text column plus a scanning column (which makes the page look more interesting and provides a good line width for readability); two text columns plus a scanning column (which makes a two column format more interesting); three text columns plus a scanning column (which makes a three column format more interesting); or one text column plus two scanning columns (where the left scanning column can be used for headlines, and the right scanning column can be used for pull quotes, photos, or illustrations).

Note: a scanning column is a narrow column generally used for items other than text. These add white space, keep the text from getting too wide (thereby improving readability), make layout easier and quicker, and eliminate the need to wrap type around photos or illustrations.

MARGINS

Margins for 8 1/2" x 11" pages should measure 1/2" (3 picas), for 6" x 9", inside margin should be 5/8" (3 3/4 picas), and for three hole drilled pages to fit in binders, 3/4" (4 1/2 picas) along the inside edge. Space between columns is usually 1 pica (1/6") or 1 1/2 picas (1/2"), and should be narrower than the margins are.

TYPE

When choosing type, consider readability, image, and producibility. You can use either monospaced (all characters have the same width) or proportional type. Courier is the most common monospaced type, while Times Roman and Helvetica are the most common proportional typefaces. Proportional type is harder to work with, but is easier to read, is more professional looking and fits more copy on the page. Use monospaced when you want a letter to look personal, a message to look casual, or to convey a sense of immediacy; otherwise use proportional type.

Three categories of type are serif, sans-serif, and script. Serif is best for body type or text, and helps the reader's eye flow across the line instead of down the page. Sans-serif is generally used for scientific or more technical publications, and is good for headlines, captions, tables, and fact boxes. Script can add a graceful touch to a publication when used in small amounts, but is too hard to read for any long blocks of copy. Avoid using type that’s too small or too big - type should be no smaller than 9 point, with 10 or 11 point being the best for readership. Also avoid too little or too much space between lines.

ALIGNMENT

The best text alignments are either flush left, ragged right or justified. Justified has uneven word spacing and even line widths, while flush left, ragged right has even word spacing and uneven line widths. If using justified, use hyphenation because no hyphenation causes excessive word spacing. In terms of top and bottom margins, one common guideline is to use twice as much space above the headline as below.

LAYING OUT THE PAGES

Readers start looking at a page in the upper left hand corner and end in the lower right hand corner. If you want people to look at the upper right hand corner or the lower left hand corner, you have to put something there to attract their attention since their eyes don't naturally travel there.

If laying out a publication of more than one page, the first page gets the highest level of readership, so put the most important information there; the second most highly read page is the back page (especially if the publication is a self mailer), so put the second most important information there; when people open a publication, they see a two-page spread as a single unit, so you should design them that way; even though people view a two-page spread as a single unit, they tend to spend more time looking at the right side of the unit; if the publication is saddle-stitched, it will naturally open to the middle two-page spread, so put the third most important information there; many people read from back to front, so be sure to have something interesting in the back of the publication.

Make sure each page has a dominant visual, whether that is a photo, a headline, or a pull quote, etc. However, don't run the dominant visual at the bottom of the page, because if you draw the reader's eye to the bottom of the page, you may not get them to return their eyes to the top again to read the text that goes along with the visual.

Readers generally prefer the following layout: the photo on top, the caption directly below the photo, the headline directly below the caption, and the story directly below the headline.

When proofreading, always double check for too much hyphenation, look for improper word breaks, look for widows (the last line of a paragraph or bottom of a text column that's very short), orphans (the opening lines of a paragraph that are isolated at the bottom of the page), and isolated text (one or two lines of a paragraph or column that carry over to the top of the next page or column). Try to remedy these situations by substituting shorter or longer words for words already within the paragraph, or by using hyphenation at the end of the text lines.

PUBLICATION TIPS

The following is a short list of tips for you to use to create more reader friendly publications:

- Use typefaces that are familiar
- Use photos rather than illustrations (readers remember them more and find them more believable)
- If you use illustrations, be sure that they are clear and realistic
- Use pictures shaped like rectangles or squares (oddly shaped pictures irritate readers)
- Graphics should be easy to understand (don't overwhelm readers)

READER PREFERENCES

The following is a list of reader preferences and habits:

- Pictures are looked at before words are read
- Photos are looked at first, then headlines, then text
- Readers are more attracted to large photos than to small ones
- By adding more pictures to your layout, you decrease the potential readership of each picture
- Pictures that are grouped together tend to get more attention than the same number of pictures scattered through an article
- When an article opens with a large photo and a small amount of text, readership increases - experts recommend 80% pictures to 20% text
- 10% more people read a headline that's below a picture than one that's above it
- One in four people read magazines from back to front
- Full color photos are preferred over black and white ones
- Black and white photos are preferred over photos printed with two colors of ink
- Only 27% of readers said color was important in a publication
- Readers like consistency and organization (they promote reliability and readability)
- Readers don't like jumps (continuation of stories on another page)
- For most publications, adding extra space between paragraphs increases readership by an average of 12%
- When lines are too short or too long it reduces readership (lines should have at least 7 to 8 words, but the eye has trouble tracking from the end of one line to the beginning of the next line if you use more than 12 or 13 words)

HEADLINES

Five times as many people read the headline as read the body copy, so headlines should encourage people to start reading the body copy, and should summarize the story for casual readers. Headlines should convey the basic elements of the story, should use verbs, should use "you" and "your," and should offer benefits to the reader.

To make your headlines easier to read: 1) use upper and lower case because it's easier to read than full caps, it's familiar, it takes up less space, and it gives more white space; 2) don't break words between lines; 3) break headlines into two lines by meaning not length - don't end the line with an adjective, article, conjunction, or a preposition.

SUBHEADS

Subheads provide a transition from headline to body copy and give additional information about the story. Subheads can be between headline and text or within text. If within text, they break up long blocks of copy into more reader friendly chunks, they help skim readers get the drift of the story, they help scan readers search for items of interest, and they provide mile-posts for your in-depth readers.

PHOTO CAPTIONS

Whatever your key message, put it in the photo caption - four times as many people read the photo caption as the body copy. Readers prefer detailed and informative captions that are placed near the photo. Readers expect the caption below the photo, and fewer people read captions that are above photos. Side captions are alright to use, but should have the aligned edge next to the photo and the ragged edge opposite the photo.

Captions should identify who or what is in the picture, but shouldn't state the obvious, such as, "pictured above." Whatever your key message is, be sure to put it in the photo caption.

LARGE INITIAL CAPITALS

When you begin body copy with a large initial capital letter, you increase readership by an average of 13%. There are several options including sunken, raised, or hanging capitals. One concern is that you need to be careful that you don't spell out any words or phrases on the page with the initial capitals. The following are examples of three different types (sunken, raised and hanging):

A xxxxx xxxxx xxxxxxxxxxx	A xxxxx xxxxxxxxxxx xxxxxxxxxxx	A xxxxx xxxxx xxxxx

PULL QUOTES

Pull quotes (taken from the text and printed in larger type) provide information to people glancing at the story, generate interest, break up large areas of copy, take up extra space when you're short on copy, add white space, and function as a visual element that is easy to produce.

The best place to insert a pull quote is in the middle of a sentence that is in the middle of a paragraph. This way, readers are more likely to continue reading the story and they'll know the pull quote is just an excerpt, not a new heading.

FACT BOXES

Fact boxes (highlight certain points of the story), sidebars (short stories that go with longer stories) and tables (lists of information, usually set up in rows and columns) can all be used to increase readership.

WHITE SPACE

White space provides readers with a place to rest their eyes. With too little white space, a page with nothing but solid text looks difficult to read, may seem overwhelming and can even be confusing. However, a page with enough white space looks much more inviting and much less intimidating than a page packed with nothing but text.

Plan for white space, use it along the outside edges of the page, use it in unequal concentrations (more on the top than bottom, more on the right than the left), and use it within the text (between paragraphs).

PROOFING TIP

Even after spell check, be sure to proofread your publication, because spell check won't catch some errors, such as accidentally typing "in" instead of "on," etc. Also, always proof the paper, not just the screen, as sometimes things print out differently than they appear on your computer screen.

SUMMARY

In summary, desktop publishing is the part of our jobs where we can be our most creative and use our many different options to attract and keep those potential readers or potential participants for our activities. Hopefully, this training brief has given you a few tips to improve your current publications. If you have any questions on desktop publishing, or would like the Marketing Specialists at Headquarters, U.S. Army Materiel Command to critique your work, please call DSN 667-7428, or DSN 284-3891.

SOURCES:

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